VITA

ELWOOD F. "ED" HOLTON III, Ed.D., MBA

PERSONAL

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EDUCATION

Doctor of Education (Ed.D.), Adult and Continuing Education/Human Resource Development, Virginia Polytechnic Institute & State University, Blacksburg, VA, 1991, GPA: 3.97/4.0, Specialty areas: Human Resource Development, Management Development and Career Development.

Dissertation: Organizational Entry by New College Graduates: Implications for Human Resource Development and Universities. Dr. Harold W. Stubblefield, Chair.

Masters of Business Administration (MBA), Virginia Polytechnic Institute & State University, Blacksburg, VA, 1980, GPA: 4.0/4.0. Specialization in Finance.

Bachelor of Science (B.S.) in Business, Virginia Polytechnic Institute & State University, Blacksburg, VA, majors in finance and management, 1978, GPA: 3.5/4.0. Graduated Cum Laude.

PROFESSIONAL EXPERIENCE

Teaching/Research Faculty Roles

Jones S. Davis Distinguished Professor of Human Resource, Leadership, and Organization Development, School of Leadership and Human Resource Development, Louisiana State University, Baton Rouge, LA (Assistant Professor 1992-96, Associate Professor 96 - 2000, Professor, 2000 – 2001, Distinguished professor 2001- 2015, Professor emeritus, 2015-present)

Designed, implemented and coordinated undergraduate, master's and doctoral program in human resource development. Founded and served as Executive Director of the Office of HRD Research to coordinate and conduct funded outreach and research projects in human resource development. Promoted to Associate Professor with tenure after four years and to Professor after eight years. Awarded endowed professorship in 2001. Advised most undergraduate and graduate students in the HRD program. Coordinated recruiting and promotion of program. Taught graduate and undergraduate courses in evaluation; human resource development; training design and methods; needs analysis and assessment; HRD research; adult education; workplace learning systems, leadership and organization change and development. Conducted research on various aspects of HRD with special emphasis on Leadership development, Organization development, HRD evaluation, needs assessment, performance improvement, work transitions, and socialization/adaptation to the workplace. Conducted continuing education programs on all aspects of HRD for the professional training and development community. Performed various service roles as requested including university committees, planning groups and community service groups. Developed and implemented an online leadership development minor for the program.

Administrative Roles

Director, LSU School of Human Resource Education and Workforce Development (2014-2015)

Led department in all aspects of academic departmental operations including (but not limited to) budgeting, graduate admissions, faculty promotion and tenure, graduate assistant hiring and assignment, recruiting of faculty and students, support staff supervision, performance evaluation of faculty and staff, program assessment, course scheduling, strategic planning, academic affairs relations, and special projects assigned by the dean. Department was regarded as a very productive department with strong performance metrics.

Director, LSU School of Library and Information Sciences (2014-2015).

Took over troubled department and successfully juggled demands of running two departments at the same time. Began turnaround of the department and restored a culture of civility and productivity. Led department in all aspects of academic departmental operations including (but not limited to) budgeting, graduate admissions, faculty promotion and tenure, graduate assistant hiring and assignment, recruiting of faclty and students, support staff supervision, performance evaluation fo faulty and students, program assessment, course scheduling, strategic planning, academic affairs relations, and special projects assigned by the dean.

Interim Associate Dean for Online and Leadership Programs, LSU College of Human Sciences and Education (2012-2014)

Led implementation of the College's first online graduate degree programs. Negotiated with online program vendor and faculty to suceesfully launch three programs, all of which continue to be quie successful. Laid the foundation for other programs to launch their programs. In the leadership area, led creation and implementation of the LSU Leadership Development Institute. Wrote proposal and obtained approval from the LSU Board of Supervisors and the Louisiana Board of Regents. Turned operation of the Institute over to the School of Human Resource Education and Workforce Development.

Associate Director, LSU School of Human Resource Education and Workforce Development (2012-2014)

Supported the Director in all aspects of program operations as well as special projects while maintaining full teaching load. Special projects included creating and obtaining approval for an online M.S. in Human Resource Development which has been hugely successful and provides the department with much needed revenues. Also, directed the department's compliance with a new program assessment system implemented by the university. Led faculty in developing program objectives for each course including measurement methodology for each. Received strong ratings from the university for compliance.

Assistant to the LSU System Chief Human Resource Officer (2008)

Worked with the LSU Sysyem CHRO to develop a leadership development program for senior administrators at each campus. Interviewed Chancellor and Provost at each campus to develop recommended curriculum. Developed program proposal but efforts were halted by new system president.

Special Assistant to the LSU Chancellor for Human Capital (2006-2008)

Initiated, organized and directed efforts to create a Center for Workforce Studies at LSU to help address the pressing human capital issues in Louisiana.

Executive Director, Center for Leadership Development, LSU AgCenter (2000-2001).

Founded new center for focus on leadership development programs and research. Created vision for the center, prepared proposal to the Board and Regents and secured approval from the Board. Efforts suspended to due to reorganization of the LSU AgCenter.

Executive Director, LSU Public Management Program (2000-2001).

Led program staff through a complete redesign of the curriculum and all courses in the curriculum after taking over the program. Actively involved in daily management of the department and direction of staff. Relinquished daily management of department in July 2001 when redesign was substantially complete.

Director, MBA Program, Pamplin College of Business, Virginia Polytechnic Institute & State University, Northern Virginia Graduate Center, Falls Church, VA (August 1988 - August 1991).

Directed off-campus MBA program designed for working adult professionals seeking a degree part-time. Provided a broad range of managerial, administrative, academic, marketing and advising services to 17 faculty (7 resident and 10 adjunct), 340 students and secretarial staff. Appointed to reorganize and revitalize program. Successfully resolved problems and restructured program within one year, well ahead of schedule. Increased enrollments 35% in 30 months. Planned, organized and administered MBA curriculum, including course offerings and scheduling. Hired and supervised adjunct faculty. Provided complete academic supervision for MBA students including advising and counseling students on programs of study and other academic matters. Evaluated effectiveness of courses and faculty. Developed and administered curriculum standards. Recruited new students for program. Marketed and taught continuing education courses through the college's management development center. Developed strategic plans for the program, graduate center and information systems as part of various planning groups. Worked closely with the business community to build relationships and market college services and programs. Directed start-up of televised MBA program.

Associate Director, MBA Program, Pamplin College of Business, Virginia Polytechnic Institute & State University, Blacksburg, VA (October 1983 - August 1988).

Worked with Associate Dean for Graduate Programs to manage full-time, residential MBA program. Created a new MBA placement office for the college. Developed and maintained relationships with client employers and marketed the MBA program to them. Increased employer participation 500% to over 200 participating companies. Achieved at least a 75% placement rate in each year. Developed and directed a comprehensive career planning program for MBA students including personal counseling, workshops, training programs and materials and career resources. Personally taught all career development programs. Advised students on academic policies and procedures, course planning and programs of study. Directed marketing and recruitment efforts for the MBA program that increased enrollment 47% in five years. Managed daily operation of program office. Responsible for all aspects of MBA financial aid. Founded and served as Executive Director of the Virginia Tech MBA Alumni Association and initiated fund-raising programs through that group.

Business Analyst, E. I. DuPont de Nemours & Co., Inc., International Finance Division, Wilmington, DE (June 1980 - October 1983).

Coordinated project to develop a computerized world-wide corporate accounting and financial information system. Directed technical and user task forces. Planned project, designed database system, analyzed user requirements, and supervised start-up. Managed operation of the new system and served as liaison with all user groups. Interfaced with user groups throughout the world to successfully implement new system. Prior to this position, coordinated planning for successful implementation of decision support software in subsidiaries worldwide. Also, served as financial analyst responsible for capital investment analysis, forecasting, cash planning, business analysis and coordination of all corporate activities relating to Mexican subsidiaries.

A) TEACHING

1 Teaching History and Evaluations

a) Courses taught at LSU

Student evaluation on teaching effectiveness is from the SPOT (Student Perception of Teaching). The SPOT is based on a 5-point Likert scale, with 5 as the highest value.

Semester	Course	Num. Students	My Mean/ College Mean
Fall 2012	HRE 2723 Foundations of Leadership	448	
	HRE 3723 Leadership Concepts and Principles	218	
	HRE 4723 Advanced Leadership Development	98	
	HRE 4724 HONORS Advanced Leadership	11	
	HRE 4804 Professional Internship	3	
	HRE 4805 Transition from College to Work	1	Not rated
	Independent study and special studies	7	
Summer 2012	HRE 2723 Foundations of Leadership	133	
	HRE 3723 Leadership Concepts and Principles	87	
	HRE 4723 Advanced Leadership Development	41	
	HRE 4804 Leadership Internship	27	
	HRE 4805 Transition from College to Work	6	Not rated
	Independent study and special studies	6	
Spring 2012	HRE 2723 Foundations of Leadership	465	
	HRE 2724 HONORS Foundations of Leadership	6	
	HRE 3723 Leadership Concepts and Principles	277	
	HRE 3724 HONORS Leadership Concepts	16	
	HRE 4723 Advanced Leadership Development	89	
	HRE 4805 Transition from College to Work	2	
	Independent study and special studies	4	Not rated
	Doctoral dissertation research	1	
Fall 2011	HRE 2723 Foundations of Leadership	393	
	HRE 3723 Leadership Concepts and Principles	219	
	HRE 4723 Advanced Leadership Development	104	
	HRE 4724 HONORS Advanced Leadership	3	
	HRE 3071 Principles of HRD		
	HRE 4804 Leadership Internship	25	
	HRE 4804 Professional Internship	1	
	HRE 4805 Transition from College to Work	1	Not rated
	Independent study and special studies	2	
	Doctoral dissertation research	1	
Summer 2011	HRE 4804 Leadership Internship	11	
	HRE 4804 Professional Internship	6	
	HRE 4805 Transition from College to Work	7	Not rated
	Independent study and special studies	1	
	Doctoral dissertation research	1	
Spring 2011	HRE 2723 Foundations of Leadership	407	
	HRE 2724 HONORS Foundations of Leadership	25	
	HRE 3723 Leadership Concepts and Principles	206	
	HRE 3724 HONORS Leadership Concepts	9	
	HRE 3071 Principles of HRD		
	HRE 4804 Professional Internship	2	
	HRE 4805 Transition from College to Work	1	Not rated
	Independent study and special studies	4	
	Doctoral dissertation research	2	
Fall 2010	HRE 2723 Foundations of Leadership	310	
	HRE 3723 Leadership Concepts and Principles	111	
	HRE 3071 Principles of HRD	18	
	HRE 4804 Leadership Internship		Not rated

	HRE 4805 Transition from College to Work		
	Independent study and special studies	1	
	Doctoral dissertation research	2	
Summer 2010	HRE 4804 Professional Internship	4	
	HRE 4805 Transition from College to Work	4	Not rated
	Doctoral dissertation research	2	
Spring 2010	HRE 3723 Leadership Concepts and Principles	83	
	HRE 3724 HONORS Leadership Concepts	7	
	HRE 3071 Principles of HRD	30	
	HRE 4804 Professional Internship	1	
	Independent study and special studies	2	Not rated
	Doctoral dissertation research	2	
Fall 2009	HRE 3723 Leadership Concepts and Principles		
	HRE 3571 Needs Assessment in HRD	16	
	HRE 4804 Leadership Internship	14	
	HRE 4804 Professional Internship	2	
	HRE 4805 Transition from College to Work	2	Not rated
	Independent study and special studies	1	
	Doctoral dissertation research	3	
Summer 2009	HRE 4804 Leadership Internship	5	
	HRE 4804 Professional Internship	2	Not rated
	HRE 4805 Transition from College to Work	4	
	Doctoral dissertation research	1	
Spring 2009	HRE 3723 Leadership Concepts and Principles		
	HRE 3071 Principles of HRD	31	
	HRE 4804 Leadership Internship	23	
	HRE 4805 Transition from College to Work	3	Not rated
	Independent study and special studies	8	
	Doctoral dissertation research	4	
Fall 2008	HRE 3723 Leadership Concepts and Principles	42	
	HRE 3571 Needs Assessment in HRD	17	
	HRE 4805 Transition from College to Work	2	
	HRE 4804 Leadership Internship	1	Not rated
	Independent study and special studies	1	
	Doctoral dissertation research	4	
Summer 2008	HRE 4804 Leadership Internship	6	Not rated
	Doctoral dissertation research	1	
Spring 2008	HRE 3723 Leadership Concepts and Principles	28	
	HRE 4804 Leadership Internship	2	Not rated
	Doctoral dissertation research	2	
Fall 2007	HRE 3723 Leadership Concepts and Principles	41	
	HRE 4804 Leadership Internship	4	
	Independent study and special studies	1	Not rated
	Doctoral dissertation research	1	
Spring 2007	HRE 3723 Leadership Concepts and Principles	52	
	HRE 4804 Leadership Internship	3	Not rated
	Independent study and special studies	1	
	Doctoral dissertation research	2	
Fall 2006	HRE 3723 Leadership Concepts and Principles	68	Not avail
	HRE 3571 Needs Assessment in HRD	14	Not avail
	Independent study and special studies	2	Not rated
	Doctoral dissertation research	1	

Spring 2006	HRE 7805 Seminar: Strategic Human Capital Development	37	4.41/4.03
	HRE 3071 Principles of HRD	10	4.24/4.03
	Independent study and special studies	2	Not rated
	Doctoral dissertation research	1	
Fall 2005	HRE 7725 Leadership Development in Organizations	16	3.81/4.09
	Independent study and special studies	2	Not rated
	Doctoral dissertation research	3	
Spring 2005	HRE 3071 Principles of HRD	16	4.67/4.10
	HRE 7873 Advanced Theory in HRD	3	Not rated
	Independent study and special studies	1	
	Doctoral dissertation research	3	
Fall 2004	HRE 3055 Needs Assessment in HRD	14	4.3/4.09
	HRE 7723 Leadership in Organizations	28	4.04/4.09
	HRE 4805 Transition from College to Work	1	Not rated
	Independent study and special studies	1	
	Doctoral dissertation research	3	
Spring 2004	HRE 4809 Principles of HRD	14	4.44/4.12
	Independent study and special studies	3	Not rated
	Doctoral dissertation research	3	
Fall 2003	Independent study and special studies	2	Not rated
	Doctoral dissertation research	4	
Summer 2003	Independent study and special studies	2	Not rated
	Doctoral dissertation research	4	
Spring 2003	VED 4809 – Managing Change in Organization Systems	18	4.5/4.05
	Independent study and special studies	1	
	Doctoral dissertation research	3	
Fall 2002	EXED 7723 – Leadership in Organizations	14	4.24/4.03
	Independent study and special studies	4	
	Doctoral dissertation research	5	
Summer 2002	Independent study and special studies	1	Not rated
	Doctoral dissertation research	1	
	Internship	1	
Spring 2002	VED 4809 - Advanced Topics: Managing Change in Organization Systems	13	4.49/4.07
	Internship	1	
	Doctoral dissertation research	7	
Fall 2001	EXED 7723 – Leadership in Organizations	11	4.25/4.08
	Independent study and special studies	2	
	Doctoral dissertation research	6	
Spring 2001	VED 4809 – Consulting in Organizations	16	4.38/4.10
	Independent study and special studies	1	
	Doctoral dissertation research	7	
Fall 2000	VED 7803 – Adult Learning Theory Directed Study	5	NA
	Independent study and special studies	1	
	Doctoral dissertation research	6	
Summer 2000	Independent study and special studies	3	

Spring 2000	VED 7805 – Advanced Doctoral Seminar in HRD	7	4.66/ 4.02
	Doctoral dissertation research	5	
Fall 1999	MGT 7130 Managing Change and Innovation	23	
	VED 4809 Advanced Topics: Managing Change in Organization Systems	29	4.39/ 4.09
	Doctoral dissertation research	7	
Fall 1998	VED 7805 – Special study: Adult Learning Theory	4	NA
	Independent study and special studies	3	
	Doctoral dissertation research	7	
Summer 1998	Independent study and special studies	3	
	Doctoral dissertation research	4	
	Student interns (9 credit hrs. each)	2	
Spring 1998	VED 7805 – Seminar in Vocational Education: Developing High Performance Leaders	10	4.75/ 3.96
	Doctoral dissertation research	6	
Fall 1997	VED 4809 Advanced Topics: Managing Change in Organization Systems	10	4.28/ 3.99
	Independent study and special studies	2	
	Doctoral dissertation research	6	
Spring 1997	VED 4809 Advanced Topics: Fundamentals of Training and Development	16	4.05/ 4.04
	Independent study and special studies	4	
	Doctoral dissertation research	7	
	Student interns (9 credit hrs. each)	1	
Fall 1996	VED 7801 Advanced Topics: Needs Assessment for Training and Development	15	4.70/ 4.10
	VED 4809 Advanced Topics: Managing Change in Organization Systems	16	3.97/ 4.10
	Independent study and special studies	3	
	Doctoral dissertation research	8	
Summer 1996	Independent study and special studies	4	
	Doctoral dissertation research	7	
	Student interns (9 credit hrs. each)	4	
Spring 1996	VED 7805 Seminar in Vocational Education: Strategic Planning for Performance Consulting	6	Eval not conducted due to admin error
	BUED 4859 Advanced Topics: Evaluation for HRD	7	
	VED 4809 Advanced Topics: Fundamentals of Training and Development	28	
	Independent study and special studies	3	
	Doctoral dissertation research	3	
	Student interns (9 credit hrs. each)	1	
Fall 1995	VED 7805 Doctoral Seminar: Advanced Topics in Human Resource Development	8	5.00/ 4.04
	VED 7801 Advanced Topics: Needs Assessment for Training and Development	16	4.11/ 4.04
	Independent study and special studies	6	
	Doctoral dissertation research	3	
	Student interns (9 credit hrs. each)	1	

1995	VED 7602 Program Evaluation (for Training and Development)	19	not avail
	Independent study and special studies	2	
	Doctoral dissertation research	2	
Spring 1995	VED 4809 Advanced Topics: Fundamentals of Training and Development	22	4.38/ 4.07
	Independent study and special studies	5	
	Doctoral dissertation research	2	
Fall 1994	VED 4809 Advanced Topics: Managing Change in Organization Systems	15	4.16/ 4.13
	VED 7805 Special Study	14	
	VED 7801 Advanced Topics: Needs Assessment for Training and Development (teamed with Dr. Redmann who led most of the classes so SPOTS were based on her teaching)	14	not evaluated
	Independent study and special studies	4	
	Doctoral dissertation research	2	
Summer 1994	VED 7602 Program Evaluation (for Training and Development)	13	4.44/ 4.62
	Independent study and special studies	3	
Spring 1994	VED 7201 Advanced Teaching Techniques (for Training and Development)	13	4.36/ 4.03
	VED 4809 Advanced Topics: Fundamentals of Training and Development	21	4.60/ 4.03
	Independent study and special studies	1	
	Doctoral dissertation research	2	
Fall 1993	VED 4809 Advanced Topics: Fundamentals of Training and Development	24	4.42/ 4.08
	VED 7801 Advanced Topics: Needs Assessment for Training and Development	9	4.66/ 4.08
	Independent study and special studies	3	
	Doctoral dissertation research	1	
Summer 1993	EXED 4025 Principles of Adult Education	15	4.74/ 4.34
	Independent study and special studies	1	
	Student interns (9 credit hrs. each)	1	
Spring 1993	VED 4809 Advanced Topics: Fundamentals of Training and Development (2 sections)	28	4.47 & 4.33/ 4.05
	Independent study and special studies	4	
Fall 1992	EXED 4025 Principles of Adult Education	25	3.77/ 3.93

Selected comments from recent evaluations:

This course was a unique learning experience that cannot be compared to any other. Perhaps the best course I have ever taken.

Dr. Holton's expertise and ability to facilitate group learning are outstanding.

Dr. Holton is the best professor I've ever had at LSU. He knows his subject matter and has the practical experience to apply it. He has a way of acknowledging students in class contributions to make them feel valued. He also has an uncanny ability to keep things from going off on tangents, in a very nice way. To me, he represents everything a professor should be—a great teacher, motivator, and committed researcher. Too often, the focus is on research at the expense of good classroom instruction…not the case with Dr. Holton.

Dr. Holton is obviously experienced in and passionate about his work. I highly recommend this course to information system students in the College of Business.

The course had some very detailed material. I feel it was well presented. My questions were answered and the class atmosphere was relaxed and conducive to learning. Dr. Holton knows his subject matter and enjoys sharing it with the class. He is also fair to all.

Practical application of information presented is very valuable to students. The way Dr. Holton relates materials presented to actual "real world" situations makes the course more interesting and motivates me to learn the materials.

I like the multitude of teaching methods used in the class—it kept the class interesting. Dr. Holton is one of the best teachers I ever had. He cares about his students learning the material.

Excellent course, excellent teacher. I like the non-traditional format of the course.

Dr. Holton integrates current professional experience into the classroom instruction. His active involvement in consulting projects gives the students real examples of work tasks that relate to the content of the course. Dr. Holton's professionalism is well appreciated.

Dr. Holton is by far one of the best teachers I've every had. Granted this is my first graduate class but I'm now determined to continue on with my graduate education. I can only hope that future teachers will be as motivational.

The professor really cares that we understand the material. He is very knowledgeable and helpful. I appreciate the application of theory.

Dr. Holton is a subject matter expert. I'd come to him with any question in the OD field. Great class.

Instructor is probably the most enthusiastic and intense one I have ever met. He knows his material and believes in it very strongly. Instructor works harder in preparing classes than any I have met. Each class is evidence of a lot of preparation on his part.

The professor established a bond with the group early on in the class and was an approachable person...I appreciated his attitude to treating us as adults and showing respect. He's great. Keep him at LSU!

Dr. Holton is an extremely dedicated facilitator of higher learning.

He is an excellent facilitator. Treats students with respect and dignity. He creates excitement in the course content. Excellent teacher.

Dr. Holton made my re-entry back into college after a long time a wonderful experience. He helped me with projects that were occurring in my professional life and I can honestly say he is one of the big reasons each project went so well. He made me realize what I could accomplish. He is always available, helpful, effective and highly motivating. A wonderful, positive addition to LSU, and I hope he stays, because we need more faculty like him.

b) Curriculum Development

Academic Curriculum Development:

3 Leadership Development minor (2005 -present) Initiated and developed new minor in leadership development to be offered to all majors at LSU. Built a partnership with the Center for Student Leadership and Involvement in the Office of the Dean of Students to develop and staff courses. Prepared and led course and curriculum process to secure university approval. Chair steering committee to oversee operation of the minor.

2 Human Resource Training and Development Curriculum Revision (2001-2005) - Chaired task force to revise the curriculum for the undergraduate human resource training and development concentration, M.S. non-thesis human resource training and development track, and Ph.D. in human resource training and development. Prepared all paperwork for new courses (22) and curriculum submission to the university course and curriculum committees.

1 Human Resource Training and Development Curriculum Development (1992-93) - Chaired task force to develop curriculum for undergraduate human resource training and development concentration, M.S. non-thesis human resource training and development track, and Ph.D. in human resource training and development.

Non-credit Curriculum Development:

65 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for Entry Level Personnel. (2002). Developed mandatory leadership training curriculum for entry level employees.

64 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 1-Year Proficiency of Entry Level Personnel. (2002). Developed mandatory leadership training curriculum for entry level employees with 1 year of proficiency.

63 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 2+ Years Proficiency of Entry Level *Personnel.* (2002). Developed mandatory leadership training curriculum for entry level employees with 2+ years of proficiency.

62 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training Novice Level Staff Personnel. (2002). Developed mandatory leadership training curriculum for novice level staff employees.

61 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 1-Year Proficiency for Staff Level Personnel. (2002). Developed mandatory leadership training curriculum for 1 year proficiency level for staff employees.

60 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 2+ Years Proficiency for Staff Level Personnel. (2002). Developed mandatory leadership training curriculum for 2+ year proficiency for level staff employees.

59 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for Novice Level Lead Staff Personnel. (2002). Developed mandatory leadership training curriculum for novice level lead staff employees.

58 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 1-Year Proficiency for Lead Staff Level Personnel. (2002). Developed mandatory leadership training curriculum for 1 year proficiency level for lead staff employees.

57 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 2+ Years Proficiency for Lead Staff Level Personnel. (2002). Developed mandatory leadership training curriculum for 2+ year proficiency for level lead staff employees.

56 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for Supervisory Personnel. (2002). Developed mandatory leadership training curriculum for supervisory level employees.

55 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 1-Year Proficiency for Supervisory Level Personnel. (2002). Developed mandatory leadership training curriculum for 1 year proficiency level for supervisory employees.

54 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 2-Year Proficiency for Supervisory Level Personnel. (2002). Developed mandatory leadership training curriculum for 2-year proficiency for supervisory level employees.

53 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 3-Year Proficiency for Supervisory Level Personnel. (2002). Developed mandatory leadership training curriculum for 3-year proficiency for supervisory level employees.

52 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 4-Year Proficiency for Supervisory Level Personnel. (2002). Developed mandatory leadership training curriculum for 4-year proficiency for supervisory level employees.

51 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. *LA Dept. of Revenue Leadership Development Training for Managerial Personnel.* (2002). Developed mandatory leadership training curriculum for managerial level employees.

50 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 1-Year Proficiency for Managerial Level Personnel. (2002). Developed mandatory leadership training curriculum for 1 year proficiency level for managerial employees.

49 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 2-Year Proficiency for Managerial Level Personnel. (2002). Developed mandatory leadership training curriculum for 2-year proficiency for managerial level employees.

48 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 3-Year Proficiency for Managerial Level Personnel. (2002). Developed mandatory leadership training curriculum for 3-year proficiency for managerial level employees.

47 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 4-Year Proficiency for Managerial Level Personnel. (2002). Developed mandatory leadership training curriculum for 4-year proficiency for managerial level employees.

46 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 5+ Years Proficiency for Managerial Level Personnel. (2002). Developed mandatory leadership training curriculum for 5+ years proficiency for managerial level employees.

45 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for Administrative Personnel. (2002). Developed mandatory leadership training curriculum for administrative level employees.

44 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 1-Year Proficiency for Administrative Level Personnel. (2002). Developed mandatory leadership training curriculum for 1 year proficiency level for administrative employees.

43 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 2-Year Proficiency for Administrative Level Personnel. (2002). Developed mandatory leadership training curriculum for 2-year proficiency for administrative level employees.

42 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 3-Year Proficiency for Administrative Level Personnel. (2002). Developed mandatory leadership training curriculum for 3-year proficiency for administrative level employees.

41 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III**, & Shields, C. LA Dept. of Revenue Leadership Development Training for 4-Year Proficiency for Administrative Level Personnel. (2002). Developed mandatory leadership training curriculum for 4-year proficiency for administrative level employees.

40 Matherne, G., Stout, N, Naquin, S., **Holton, E. F. III,** & Shields, C. LA Dept. of Revenue Leadership Development Training for 5+ Years Proficiency for administrative Level Personnel. (2002). Developed mandatory leadership training curriculum for 5+ years proficiency for administrative level employees.

39 Patterson, Tom, Naquin, Sharon, & **Holton, E. F. III**. LA DEQ Mandatory Training Program for Entry-Level Positions. (2002). Designed training curriculum for entry level DEQ employees.

38 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Staff-Level Positions including DCL "A" and DCL "B" positions. (2002). Designed training curriculum for staff-level DEQ employees.

37 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Promotion to Supervisor (2002). Designed training curriculum required for employees to be promoted to supervisory positions within DEQ.

36 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Supervisors (Two years after being promoted to supervisory position) (2002). Designed training curriculum required for supervisory employees to be completed two years after promotion to supervisory positions within DEQ.

35 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Managerial-Level Employees (2002). Designed training curriculum required for DEQ managers.

34 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Managers (Two years after being promoted to managerial position) (2002). Designed training curriculum required for managerial employees to be completed two years after promotion to supervisory positions within DEQ.

33 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Administrative-Level Employees (2002). Designed training curriculum required for DEQ managers.

32 Patterson, Tom, Naquin, Sharon, & **Holton, Elwood F. III**. LA DEQ Mandatory Training Program for Administrators (Two years after being promoted to administrative position) (2002). Designed training curriculum required for supervisory employees to be completed two years after promotion to administrative positions within DEQ.

31 Naquin, Sharon, S., Williams, Fran, and **Holton, Elwood F.** LA Civil Service Mandatory Training for First Line Supervisors (2002). Developed a mandatory training program for all first line supervisors in La Civil Service positions.

30 Naquin, Sharon, S., Williams, Fran, and **Holton, Elwood F.** LA Civil Service Mandatory Training for Mid-Managers (2002). Developed a mandatory training program for all first line supervisors in La Civil Service positions.

29 Naquin, Sharon, S., Williams, Fran, and **Holton, Elwood F.** LA Civil Service Mandatory Training for Administrative Level Managers (2002). Developed a mandatory training program for all first line supervisors in La Civil Service positions.

28 Naquin, Sharon S., Warren, Malies, and **Holton, Elwood F.** La DHH OCDD Direct Care Supervisory Training Curriculum – Phase II (2002). Developed a comprehensive competency-based training program for direct care supervisors of 24 hour care facility.

27 Naquin, Sharon S. and **Holton, Elwood F.** (2002) Louisiana Department of Transportation and Development Engineering Technician Level 5 Management Development Curriculum. Developed a professional level managerial program to meet supervisory skill requirements for specific professional needs for engineering technician 5 position level.

26 Naquin, Sharon S. and **Holton, Elwood F**. (2002) Louisiana Department of Transportation and Development Engineering Technician Level7 Management Development Curriculum. Developed a professional level managerial program to meet supervisory skill requirements for specific professional needs for engineering technician 7 position level.

25 Naquin, Sharon S. **Holton, Elwood F.**, Clement, Kirt, and Smith, Gordon (2002) Louisiana Department of Transportation and Development Entry Level Employee Mandatory Training Curriculum. Developed a professional development training program for entry level employees.

24 Naquin, Sharon S. **Holton, Elwood F.**, Clement, Kirt, and Smith, Gordon (2002) Louisiana Department of Transportation and Development Staff Level Promotion Mandatory Training Curriculum. Developed a professional development training program required for staff level promotion of DOTD employees.

23 Naquin, Sharon S. **Holton, Elwood F.**, Clement, Kirt, and Smith, Gordon (2002) Louisiana Department of Transportation and Development Second Year Staff Level Mandatory Training Curriculum. Developed a professional development training program required for second year staff level DOTD employees.

22 Naquin, Sharon S. **Holton, Elwood F.**, Clement, Kirt, and Smith, Gordon (2002) Louisiana Department of Transportation and Development Management Level Promotion Mandatory Training Curriculum. Developed a professional development training program required for management level promotion of DOTD employees.

21 Naquin, Sharon S. and **Holton, Elwood F.** (2002) Louisiana Department of Transportation and Development Second Year Manager Mandatory Training Curriculum. Developed a professional development training program for second year managers within the DOTD.

20 Naquin, Sharon S. **Holton, Elwood F.**, Clement, Kirt, and Smith, Gordon. (2002) Louisiana Department of Transportation and Development Administrative Level Promotion Mandatory Training Curriculum. Developed a professional development training program required for administrative level promotion of DOTD employees.

19 Naquin, Sharon S., and **Holton, Elwood F.** (2002) Louisiana Department of Transportation Supervisory Program: Engineering Conference – Supervisory and Managerial Program. Designed and received funding for a nine course, non-credit program to enhance skills of engineers in managerial and supervisory roles.

18 Naquin, Sharon S. **Holton, Elwood F**, and McCool, Diana. (2002) Louisiana Department of Corrections Security Officers Management Development Curriculum. Developed a certificate

program security officers of State correctional facilities.

17 Naquin, Sharon S. **Holton, Elwood F**, and Warren, Malies. (2002) Louisiana Department of Social Services Revised Mentoring Program. Developed an updated mentoring program to meet departmental needs.

16 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Transportation and Development Engineering Conference (2002). Developed a professional level managerial program to meet specific professional needs for engineering staff.

15 Naquin, Sharon S. and **Holton, Elwood F. III** ,Louisiana Mandatory Civil Service curriculum (2001). Developed a mandatory curriculum of Civil Service courses for managers in Louisiana state government.

14 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Public Safety: State Police Division Leadership Certification (2001). Developed a managerial/ supervisory curriculum to meet specific departmental needs for Louisiana State Police Leadership Training.

13 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Health and Hospitals: OCDD Supervisory Certification (2001). Developed a managerial/supervisory curriculum to meet specific departmental needs for Centers for the Developmentally Disabled.

12 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Social Services Mentoring Program. (2001). Developed a mentoring program for departmental employees.

11 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Transportation Trainer Certification Program: Teaching and Learning Certification (2000 - 2001). Designed and received funding for an eight course, non-credit, competency-based certification program to enhance skills of trainers in Louisiana State government. This program is designed to supplement information previously provided by LSU Continuing Ed. to a select group of DOTD employees.

10 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Division of Administration, Comprehensive Public Training Program: Certificate for Building Effective Teams (2000 – 2001). Designed a seven course, non-credit, competency-based certification program to enhance team-building skills of managers/supervisors employed by the State of Louisiana.

9 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Division of Administration, Comprehensive Public Training Program: Certificate for Managing People (2000 – 2001). Designed a seven course, non-credit, competency-based certification program to enhance human resource management skills of managers/supervisors employed by the State of Louisiana.

7 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Division of Administration, Comprehensive Public Training Program: Certificate for Managing Work (2000 – 2001). Designed a seven course, non-credit, competency-based certification program to enhance work process skills of managers/supervisors employed by the State of Louisiana.

6 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Division of Administration, Comprehensive Public Training Program: Certificate for Advanced Managerial Skills (2000 – 2001). Designed and received funding for a seven course, non-credit, competency-based certification program to enhance work process skills of managers/supervisors employed by the State of Louisiana.

5 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Department of Corrections Certificate in Correctional Supervision (2000 – 2001). Designed and received funding for a ten course, non-credit, competency-based certification program to enhance skills of correctional supervisors employed by the Louisiana State Department of Corrections.

4 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Transportation and Development Supervisory Certification (2001). Assisted Departmental representatives in developing a managerial/ supervisory curriculum to meet specific departmental needs.

3 Naquin, Sharon S. and **Holton, Elwood F. III** Louisiana Department of Environmental Quality Managerial/Supervisory Certification (2001). Assisted Departmental representatives in developing a managerial/ supervisory curriculum to meet specific departmental needs.

2 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Trainer Certification Program: Teaching and Learning Certification (2000 - 2001). Designed and received funding for an eight course, non-credit, competency-based certification program to enhance skills of trainers in Louisiana State government. A select group of thirty-five trainers are participating in this program.

1 **Holton, Elwood F. III** and Naquin, Sharon S. Louisiana Trainer Certification Program (1998 – 2000) Designed and received funding for a sixteen course, non-credit, competency-based certification program to enhance skills of trainers in Louisiana State government. A select group of thirty trainers served as the pilot group for this one-year program.

c) Course Development

Academic Course Development:

Because my area (human resource training and development) was a new concentration in the LSU School of Human Resource Education and Workforce Development, all of the courses I have taught except two were new ones being offered for the first time at LSU.

New courses I developed included:

1. Fundamentals of Training and Development
2. Needs Assessment for Training and Development graduate
3. Advanced Teaching Techniques (for Training and Development)
4. Program Evaluation (for Training and Development) graduate
5. Program Evaluation (for Training and Development) undergraduate
6. Advanced Theory in Human Resource Development (doctoral seminar)
7. Managing Change in Organizational Systems
8. Consulting in Organizations (with S. Naquin)
9. Leadership Development Strategies and Techniques
10. Seminar in Vocational Education: Professional Writing Improvement
11. Seminar in Vocational Education: From Training to Performance
12. Seminar in Vocational Education: Leadership for High Performance
13. Needs Assessment in HRD (undergraduate)
14. Principles of HRD (undergraduate)
15. Leadership Principles and Concepts (undergraduate)
16. Foundations of Leadership (undergraduate)
17. Seminar: Strategic Human Capital Development

** new courses taught initially under topics course numbers; currently in course and curriculum review process

Courses re-designed

1. EXED 4025 - Principles of Adult Education
2. EXED 7723 – Leadership in Organizations

Non-credit Course Development:

75 Naquin, Sharon S., **Holton, Elwood F. III** & Ball, Ted (2002). Effective Problem Solving and Decision Making Strategies.

74 Naquin, Sharon S., Warren, Malies, and **Holton, Elwood F. III** (2002). The Mentor's Role in Developing Effective Mentoring Programs within the Department of Social Services.

73 Naquin, Sharon S., Warren, Malies, and **Holton, Elwood F. III** (2002). The Mentee's Role in Developing Effective Mentoring Programs within the Department of Social Services for Louisiana Department of Social Services.

72 Naquin, Sharon S., Warren, Malies, & **Holton, Elwood F. III** (2002). Becoming a Change-Adept Professional for LA State DOTD 2002 Engineering Conference.

71 Naquin, Sharon S., Redmann, Judy, & **Holton, Elwood F. III** (2002). Communication Skills for LA State DOTD 2002 Engineering Conference.

70 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III** (2002). Conflict Management for LA State DOTD 2002 Engineering Conference.

69 Naquin, Sharon S., White, Shirley, & **Holton, Elwood F. III** (2002). Personality Assessment for LA State DOTD 2002 Engineering Conference.

68 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III** (2002). Presentation Skills for Trainers for LA State Train-the-Trainer Certificate.

67 Naquin, Sharon S. ,Ball, Ted, & **Holton, Elwood F. III** (2002). Successful Meetings for LA State DOTD 2002 Engineering Conference.

66 Naquin, Sharon. S., Warren, Malies, & **Holton, Elwood F. III**. (2002). Managing Customer Service Systems for CPTP

65 Young, Jim, Sharon. S., & **Holton, Elwood F. III**. (2002). Effective Employee Discipline. Mandatory Civil Service Curriculum

64 Percy, Pam., Naquin, Sharon, & **Holton, Elwood F. III**. (2002). Common Myths in Civil Service. Mandatory Civil Service Curriculum

63 Naquin, Sharon S., Warren, Malies., & **Holton, Elwood F. III**. (2002). Performance Planning and Review for Direct Support Supervisors for DHH OCDD Supervisory Curriculum.

62 Naquin, Sharon S., Warren, Malies., & **Holton, Elwood F. III**. (2002). Diversity Awareness for Direct Support Supervisors for DHH OCDD Supervisory Curriculum.

61 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III**. (2001). Becoming a Change-Adept Professional for LA State DOTD 2002 Engineering Conference.

60 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III**. (2001). Communication Skills for LA State DOTD 2002 Engineering Conference.

59 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III**. (2001). Conflict Management for LA State DOTD 2002 Engineering Conference.

58 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III**. (2001). Personality Assessment for LA State DOTD 2002 Engineering Conference.

57 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III**. (2001). Presentation Skills for Trainers for LA State Train-the-Trainer Certificate.

56 Naquin, Sharon S., Ball, Ted, & **Holton, Elwood F. III**. (2001). Successful Meetings for LA State DOTD 2002 Engineering Conference.

55 **Holton, Elwood F. III,** & Naquin, Sharon S. (2001). Adult Learning Strategies for LA State DOTD Special Trainer Certification 1 day program.

54 **Holton, Elwood F. III,** & Naquin, Sharon S. (2001). Collecting Information in Organizations for LA State DOTD Special Trainer Certification 1 day program.

53 **Holton, Elwood F. III,** & Naquin, Sharon S. (1999). Evaluating Learning for LA State DOTD Special Trainer Certification 1 day program.

52 **Holton, Elwood F. III,** & Naquin, Sharon S. (2001). Facilitating Transfer of Training for LA State DOTD Special Trainer Certification 1 day program.

51 **Holton, Elwood F. III,** & Naquin, Sharon S. (2001). Needs Assessment for LA State DOTD Special Trainer Certification 1 day program.

50 **Holton, Elwood F. III,** & Naquin, Sharon S., (2001). Designing and Implementing a Balanced Scorecard for LA Workers' Compensation Commission.

49 **Holton, Elwood F. III,** & Naquin, Sharon S., (2001). Evaluating Learning for LA State Trainers' Teaching and Learning Certificate.

48 **Holton, Elwood F. III**, Naquin, Sharon S., & Louden, Joyce (2001). Valuing Individual Differences and Diversity for CPTP Training Certificate.

47 **Holton, Elwood F. III**, & Naquin, Sharon S., (2001). Evaluating Learning for LA State Trainers' Teaching and Learning Certificate.

46 **Holton, Elwood F. III,** & Naquin, Sharon S., (2001). Adult Learning Strategies for LA State Trainers' Teaching and Learning Certificate.

45 **Holton, Elwood F. III**, & Naquin, Sharon S., (2001). Collecting Information in Organizations for LA State Trainers' Teaching and Learning Certificate.

44 **Holton, Elwood F. III**, & Naquin, Sharon S., (2001). Facilitating Transfer of Learning for LA State Trainers' Teaching and Learning Certificate.

43 **Holton, Elwood F. III,** & Naquin, Sharon S., (2001). Training and Development Basics for LA State Trainers' Teaching and Learning Certificate.

42 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Daily Planning for DHH OCDD Certificate.

41 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Diversity Awareness for DHH OCDD Certificate.

40 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III**(2001). Direct Support Supervisor's Role in Employee Skill Development for DHH OCDD Certificate.

39 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Direct Support Supervisor's Role in Motivating Workgroups for DHH OCDD Certificate.

38 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Effective Performance Feedback Skills for Direct Support Supervisors for DHH OCDD Certificate.

37 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Effective Problem Solving for Direct Support Supervisors for DHH OCDD Certificate.

36 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Effective Teams, Part I for DHH OCDD Certificate.

35 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Effective Teams, Part II for DHH OCDD Certificate.

34 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Effective Teams, Part III for DHH OCDD Certificate.

33 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Handling Conflict for DHH OCDD Certificate.

32 Naquin, Sharon S., Chopin, Malies, & **Holton, Elwood F. III** (2001). Interviewing Skills for DHH OCDD Certificate.

31 Naquin, Sharon S., **Holton, Elwood F. III,** & Arnett, Carson. (2001). Accountability in Workgroups for CPTP Training Certificate.

30 Naquin, Sharon S., **Holton, Elwood F. III,** & Arnett, Carson. (2001). Conducting Effective Performance Reviews for CPTP Training Certificate.

29 Naquin, Sharon S., **Holton, Elwood F. III,** & Ball, Ted. (2001). Applying Decision-Making Strategies for CPTP Training Certificate.

28 Naquin, Sharon S., **Holton, Elwood F. III,** & Chopin, Malies. (2001). Facilitating Change for CPTP Training Certificate.

27 Naquin, Sharon S., **Holton, Elwood F. III,** & Chopin, Malies. (2001). Promoting Learning in the Workplace for CPTP Training Certificate.

26 Naquin, Sharon S., **Holton, Elwood F. III,** & Chopin, Malies. (2001). Workplace Negotiation Strategies for CPTP Training Certification Curriculum.

25 Naquin, Sharon S., **Holton, Elwood F. III,** & Louden, Joyce. (2001). Handling Individual Differences and Diversity in the Workplace for CPTP Training Certificate Curriculum.

24 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Building Blocks of Supervision for Correctional Supervisors.

23 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Effective Performance Feedback for Correctional Supervisors.

22 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Employee Skill Development for Correctional Supervisors.

21 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Handling Conflict for Correctional Supervisors.

20 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Interpersonal Communication,

Part 1 for Correctional Supervisors.

19 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Interpersonal Communication, Part 2 for Correctional Supervisors.

18 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Motivating Work Groups for Correctional Supervisors.

17 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2001). Problem Solving for Correctional Supervisors.

16 Naquin, Sharon S., **Holton, Elwood F. III**, & Redmann, Judy. (2001). Developing Effective Teams, Part 3 for CPTP Training Certificate

15 Naquin, Sharon S., **Holton, Elwood F. III**, & Redmann, Judy. (2001). Managing and Improving Work Processes for CPTP Training Certificate.

14 Naquin, Sharon S., Redmann, Judy, & **Holton, Elwood F. III** (2001). Conducting Effective Job Interviews for Baton Rouge Community College.

13 Naquin, Sharon S., **Holton, Elwood F. III**, & Ball, Ted. (2000). Developing an Effective Planning Process for CPTP Training Certificate.

12 Naquin, Sharon S., **Holton, Elwood F. III**, & Louden, Joyce. (2000). Building Better Performance Through Employee Skill Development for CPTP Training Certificate.

11 Naquin, Sharon S., **Holton, Elwood F. III**, & Louden, Joyce. (2000). Improving Employee Performance Through Coaching for CPTP Training Certificate.

10 Naquin, Sharon S., **Holton, Elwood F. III**, & McCool, Diana. (2000). Developing Effective Teams, Part 1 for CPTP Training Certificate.

9 Naquin, Sharon S., **Holton, Elwood F. III**, & Redmann, Judy. (2000). Effective Conflict Resolution Strategies for CPTP Training Certificate.

8 Naquin, Sharon S., **Holton, Elwood F. III**, & Redmann, Judy. (2000). Handling Interpersonal Conflict in the Workplace for Non-supervisors for CPTP Training Certificate.

7 Naquin, Sharon S., **Holton, Elwood, F. III**, & White, Shirley. (2000). Developing Effective Teams, Part 2 for CPTP Training Certificate.

6 **Holton, Elwood F. III**, & Naquin, Sharon S. (1999). Adult Learning Strategies for LA State Trainer Certification.

5 **Holton, Elwood F. III**, & Naquin, Sharon S. (1999). Analyzing Performance Problems for LA State Trainer Certification.

4 **Holton, Elwood F. III**, & Naquin, Sharon S. (1999). Collecting Information in Organizations for LA State Trainer Certification.

3 **Holton, Elwood F. III**, & Naquin, Sharon S. (1999). Evaluating Learning for LA State Trainer Certification.

2 **Holton, Elwood F. III**, & Naquin, Sharon S. (1999). Facilitating Transfer of Training for LA State Trainer Certification.

1 **Holton, Elwood F. III**, & Naquin, Sharon S. (1999). Group Facilitation/Process Skills for LA State Trainer Certification.

d) Creative Development Activities at LSU

Web sites Developed:

Holton, Elwood F. III & Chen, H. C. (2001). www.lsu.edu/HRDR. Site created to provide information on the journal Human Resource Development Review which I edited and to provide education on theory building in HRD.

Holton, Elwood F. III, Naquin, S. S. & Chen, H. C. (2000). www.lsu.edu/hrd. Site created to promote HRD program at LSU and provide curriculum advising resources.

Naquin, S. S., **Holton, Elwood F. III** & Chen, H. C. (2000). www.lsu.edu/guests/latt. Site created to support the Louisiana Trainer Certification program.

Holton, Elwood F. III, Naquin, S. S. & Chen, H. C. (2000). www.NewEmployeeSuccess.com. Site created to support books published on new employee success.

Holton, Elwood F. III & Chen, H. C. (2000). www.EdHolton.com. Personal web site created to share research resources, instructional resources, and other information about my professional activities.

Holton, Elwood F. III & Chen, H. C. (2000). www.ResultsAssessment.com. Site created to support textbook on HRD results assessment.

Holton, Elwood F. III & Chen, H. C. (2000). www.TheAdultLearner.com. Site created to support textbook on adult learning.

Holton, Elwood F. III & Chen, H. C. (1999). www.lsu.edu/guests/ICOS. Site created to promote and support the LSU Interdisciplinary Committee on Organizational Studies.

Creative Course Development:

HRE 7805 – Strategic Human Capital Development. Special graduate seminar developed in conjunction with Chancellor Sean O'Keefe to study strategic human capital planning at NASA and reforms throughout the federal government. (Fall 2005 - Spring 2006)

VED 7805 – Seminar in Vocational Education: Developing High Performance Leadership (Spring 1998)

VED 7805 – Seminar in Vocational Education: Strategic Planning for Performance Consulting (Spring 1996)

Developed and led a special two-part doctoral seminar in partnership with the Baton Rouge City-Parish HRD department. In the first seminar, we studied strategic planning for changing an HRD department into a performance consulting department and then developed a strategic plan for the city's HRD department to make the change.

In the second seminar, which was an outgrowth of the first, we studied leadership, developed a new model for high performance leadership development as a blueprint for a High Performance Leadership Institute for managers in city government. In this intensive session, we studied leadership theory and fit leading theory to the performance framework.

Both sessions resulted in a number of publications including a refereed monograph, refereed articles,

refereed proceedings papers, and presentations.

e) Graduate Committees

Role	Current	Graduated
Doctoral Committees		17
Chair (in dissertation stage)	0	13
Chair (before general exams)	0	
Member	0	
Master's Committees		
Chair	0	0
Member	0	0
Undergraduate advisees (major)	0	0
Undergraduate advisees (minor)	0	

f) Doctoral Dissertations Supervised

In Process:

Completed:

17. Richard, B. W. (2012) The Use of Discrete Computer Simulation Modeling to Estimate the Direct and Diffusion Effects of Leadership Development Intervention on Return on Investment

16. Gilmore, James (2010) Explaining and predicting suggested relationships between human social capital, citizen political trust, and citizen political engagement

15 Yamkavenko, B. (2009) Dispositional Influences on Transfer of Learning.

14 Boullion, Michelle (2007) Workplace implications for hurricane affected Gulf Coast region industrial companies.

13 Wilson, Lynda (2005) A test of andragogy in a post-secondary educational setting.

12 Boudreaux, Mary. (2004) Predictors of student athlete graduation and success.

11 Lowe, Janis. (2004) A theory of effective computer-based training for adults.

10 Baker, Debora. (2004) A competency model for residential services staff supporting learning communities.

9 Chen, Hsin-Chih. (2003) Validation of the Learning Transfer Systems Inventory in Taiwan.

8 Collins, D. (2002) The Effectiveness of Managerial Leadership Development Programs: A Meta-Analysis of Studies from 1982-2001.

- Finalist for Dissertation of the Year award from the American Society of Training and Development (ASTD), the largest organization for HRD professionals.
- Nominated for Dissertation of the Year award from the Academy of Human Resource Development.

7 Zehner, R. (2001). Test of a model for early identification of business leaders.

6 Streater, C. (2000). Development and Validation of a Biodata Instrument for Selection and Development of Real Estate Agents.

5 Kaiser, S. M. (2000). Test of a Causal Model of Learning Organization Strategies and Outcomes.

4 Bookter, A. (1999). Convergent and Divergent Validity of the Learning Transfer Questionnaire.

3 Naquin, S. S. (1999*).* An Empirical Test of a Structural Model of the Dispositional Antecedents Of Motivation to Improve Work Through Learning.

2 Bates, R. A. (1997). The Impact of Training Content Validity, Organizational Commitment, Learning, Performance Utility, and Transfer Climate On Transfer of Training In An Industrial Setting

1 Seyler, D. (1997). Factors Affecting Motivation to Use Computer Based Training (co-chair with M. Burnett)

2 Publications Concerning Instruction

a) Books:

16 Knowles, M. S., **Holton, E. F. III,** & Robinson, P. A. (in process; publication expected in 2024). The Adult Learner: 9th edition. Abingdon, Oxon, UK: Routledge.

15 Knowles, M. S., **Holton, E. F. III,** Swanson, R. A., & Robinson, P. A. (2020). The Adult Learner: 9th edition. Abingdon, Oxon, UK: Routledge.

14 Knowles, M. S., **Holton, E. F. III,** & Swanson, R. A. (2015). The Adult Learner: 8th edition. Abingdon, Oxon, UK: Routledge.

13 Knowles, M. S., **Holton, E. F. III,** & Swanson, R. A. (2011). The Adult Learner: 7th edition. Amsterdam: Elsivier.

12 Swanson, R. A., & **Holton, E. F. III**. (2009). Foundations of Human Resource Development, 2nd edition. San Francisco: Berrett-Koehler (462 pages).

11 Knowles, M. S., **Holton, E. F. III,** & Swanson, R. A. (2005). The Adult Learner: 6th edition. Amsterdam: Elsivier. (378 pages)

- Italian Translation. Milano, Italy: Associazione Italiana Formatori.
- Lebenslanges Lernen: Andragogik und Erwachsenenbildung. Heidelberg, Germany: Elsevier. German translation.
- Arabic translation., Omar Bin Al-Khataab St, Lattakia, Syria: ILLAFTrain Company
- Lithuanian translation., Lietuva, Lithuania: Ministry of Education and Science
- Korean translation by Academy Press Publishing Co.
- Polish translation by PWN - Polish Scientific Pub. Ltd
- Italian translation by Franco Angeli Srl
- Portuguese translation by Elsevier Brasil

10 Laird, D., Naquin, S. S., & **Holton, E. F. III** (2003) Approaches to Training and Development, 3rd edition. New York: Basic Books-Perseus Publishing. (338 pages)

9 Swanson, R. A., & **Holton, E. F. III**. (2001). Foundations of Human Resource Development. San Francisco: Berrett-Koehler (462 pages).

- Received the HRD Book of the Year for 2001 from the Academy of Human Resource Development.
- Adopted as a text for HRD courses at 7 universities: George Washington University, Oklahoma State University, Texas A & M, University of Illinois, Colorado State University, Louisiana State University, Xavier University.
- Swanson, R. A., & **Holton, E. F. III**. (forthcoming). Foundations of Human Resource Development. Taiwan. Translation to Taiwanese in process.
- Swanson, R. A., & **Holton, E. F. III**. (2008). Foundations of Human Resource Development. China: Tsinghua University Press.
- Swanson, R. A., & **Holton, E. F. III**. (2005). Foundations of Human Resource Development. Korea: Tsinghua University Press. Translation to Korean in process.

8 **Holton, E. F. III** & Naquin, Sharon S. (2001). How to Succeed in Your First Job: Tips for New Graduates. San Francisco: Berrett-Koehler. (86 pages)

- **Holton, E. F. III** & Naquin, Sharon S. (2002). Cómo Triunfar en tu Primer Trabajo: Consejos para Recién Egresados (How to triumph in your first job). Mexico City: Grijalbo Mondadori. (Spanish translation of How to Succeed in Your First Job: Tips for New Graduates)
- **Holton, E. F. III** & Naquin, Sharon S. (2002). Guía Para Triunfar en su Nuevo Trabajo (A Guide to Succeed in Your New Job). Mexico City: Selector Publishing. (Spanish translation of How to Succeed in Your First Job: Tips for New Graduates)

7 **Holton, E. F. III** & Naquin, Sharon S. (2001). Helping Your New Employee Succeed: Tips for Managers of New Graduates. San Francisco: Berrett-Koehler. (84 pages)

6 **Holton, E. F. III** & Naquin, Sharon S. (2001). So You're New Again: How to Succeed When You Change Jobs. San Francisco: Berrett-Koehler. (78 pages)

- **Holton, E. F. III** & Naquin, Sharon S. (2002). Estas Nuevo Otra Vez.. Mexico City: Selector Publishing. (Spanish translation of So You're New Again).

5 Swanson, Richard A., & **Holton, E. F. III** (1999). Results: How to Measure Performance, Learning and Satisfaction and Satisfaction Outcomes in Organizations. San Francisco: Berrett-Koehler. (282 pages).

- Swanson, R. A. & Holton, E. F. (forthcoming). Results: How to Assess Performance, Learning, and Perceptions in Organizations. Dar Al-Farouk for Cultural Investments S.A.E., Arabic translation.
- Swanson, R. A. & Holton, E. F. (2006). Results: How to Assess Performance, Learning, and Perceptions in Organizations. China Renmin University Press; Beijing.
- Nominated for The Academy of Human Resource Development HRD Book of the Year Award.
- Selected by the Executive Book of the Month Club as a feature selection.
- Swanson, R. A., & **Holton, E. F. III**. (2002). Resultados: Cómo Evaluar el Desempeno, el Aprendizaje y la Percepción en las Organizaciones. Mexico City: Oxford University Press. (Spanish translation of Results)

4 Knowles, M. S., **Holton, E. F. III,** & Swanson, R. A. (1998). The Adult Learner: 5th edition. New York: Butterworth-Heineman (310 pages).

- Adopted as a text for Adult Learning courses at numerous universities.
- Knowles, M. S., **Holton, E. F. III,** & Swanson, R. A. (2000). Andragogía. El aprendizaje de los adultos. Mexico City: Oxford University Press. (Spanish translation of The Adult Learner)
- Knowles, M. S., **Holton, E. F. III,** & Swanson, R. A. (2002). Arabic Translation of The Adult Learner: 5th edition. Tunis, Tunisia: للمنظمة العربية للتربية والثقافة والعلوم (Arab League

Educational Cultural and Scientific Organizatoin (ALECSO).

3 **Holton, E. F. III** (1998). The Ultimate New Employee Survival Guide. Princeton, NJ: Peterson's. (230 pages).

2 **Holton, E. F. III** (1991). The New Professional: Everything You Need to Know for a Great First Year On the Job. Princeton, NJ: Peterson's Guides (317 pages).

1 **Holton, E. F. III** (1989). The MBA's Guide to Career Planning: Everything You Need to Get a Great Job the MBA Way. Princeton, NJ: Peterson's Guides (363 pages).

b) Chapters in books and refereed publications relating to instruction:

Book Chapters:

2 **Holton, E. F. III** (1997). Preparing students for life beyond the classroom. In J. Gardner & G. van der Vere (Eds.) The senior year experience: Facilitating integration, reflection, closure, and transition (pp. 95-115). San Francisco, CA: Jossey-Bass.

1 Edwards, M., Fairchild, M., **Holton, E. F. III,** & Slaughter, C. (1997). Creating a High Performance Workplace in Baton Rouge City Government. In E. Holton (Ed.), In Action: Leading Organizational Change. Alexandria, VA: American Society for Training and Development. Based on VED 7805 – Seminar in Vocational Education: Strategic Planning for Performance Consulting course listed above.

Articles Published in Refereed Journals (= blind) (also listed in research section):*

7* **Holton, E. F. III**, Swanson, R. A., & Naquin, S. S. (2001). Andragogy in practice: Clarifying the andragogical model of adult learning. Performance Improvement Quarterly, 14(1), 118-143.

6* **Holton, E. F. III**, & Russell, Craig J. (1999). Organizational entry and exit: An exploratory longitudinal examination of early careers. Human Performance, 12(3), 311-341.

5* **Holton, E. F. III**, Redmann, Donna H., Edwards, Mertis A., & Fairchild, Marion E. (1998). Planning for the Transition to Performance Consulting in Municipal Government: A Case Study. Human Resource Development International, 1, 35-55. Based on VED 7805 – Seminar in Vocational Education: Strategic Planning for Performance Consulting course listed above.

4* **Holton, E. F. III,** & Trott, James W., Jr. (1996). Trends toward a closer integration of Vocational Education and Human Resource Development. Journal of Vocational and Technical Education, 12, 49-57.

3* **Holton, E. F. III** (1995). College graduates' experiences and attitudes during organizational entry. Human Resource Development Quarterly, 6, 59-78.

2* **Holton, E. F. III** (1993, Summer). Preparing graduates for the transition to work: a taxonomy of critical skills. Louisiana Business Education Journal, 3, 36-52.

1* **Holton, E. F. III** (1992, Spring). Teaching going-to-work skills: A missing link in career development. Journal of Career Planning and Employment, 52(3), 46-51.

c) Edited Books

6 **Holton, E. F. III,** Robinson, P. A. & Caraccioli, C. (Eds.) (in process; publication expected in 2024). Andragogy in Practice: Case Studies on Innovation in Adult Learning. Abingdon, Oxon, UK: Routledge.

5 Swanson, Richard A., & **Holton, E.. F. III** (Eds.) (2005). Research In Organizations: Foundations and Methods of Inquiry. San Francisco: Berrett-Koehler Press. (459 pages)

- Received the 2006 Wayne Pace Book of the Year Award from the Academy of Human Resource Development for the best HRD book published in 2005.

4 **Holton, E. F. III**, & Baldwin, T. T. (Eds.) (2003) Improving learning transfer in organizations. San Francisco: Jossey-Bass. (327 pages)

- Translation to Chinese in process.

3 **Holton, E. F. III** (Ed.) (1997). In Action: Leading Organizational Change. Alexandria, VA: American Society for Training and Development. (260 pages).

2 Swanson, Richard A., & **Holton, E.. F. III** (Eds.) (1997). Human Resource Development Research Handbook: Linking Research and Practice. San Francisco: Berrett-Koehler Press. (231 pages).

1 Phillips, Jack J. & **Holton, E. F. III** (Eds.) (1995). In Action: Conducting Needs Assessment. Alexandria, VA: American Society for Training and Development (312 pages).

d) Articles Published in Refereed Proceedings (* = Blind)

5* Boudreaux, M., Chermack, T., Lowe, J., Wilson, L., **Holton, E. F. III.** (2002). The Legacy of Malcolm Knowles: Studying Andragogy Andragogically. Proceedings of the 2002 Academy of Human Resource Development Annual Conference, Honolulu, HI.

4* **Holton, E. F. III,** & Swanson, R. A. (1999). Reframing the andragogical model of adult learning. Proceedings of the 1999 Academy of Human Resource Development Annual Meeting, Arlington, VA.

3* **Holton, E. F. III,** Redmann, D. H., Edwards, M. & Fairchild, M. (1996). Building a university-government partnership to implement the performance consulting model in municipal government. Proceedings of the 1996 Delta Pi Epsilon National Research Conference.

2* Bates, Reid, Seyler, Dian, & **Holton, E. F. III** (1995, March). Principles of computer-based instructional design and the adult learner: Guidelines for future research. In E. F. Holton III (Ed.), Proceedings of the 1995 Academy of Human Resource Development Annual Meeting, 13-4 (8 pages single-spaced).

1* **Holton, E. F. III** (1993, March). Preparing new graduates for the transition to work: The model. Proceedings of the Senior Year Experience Conference, 21-22 (abstract).

e) Instructional Materials

4 **Holton, E. F. III** (1996). Managing the Transition to Work: Twelve Essential Steps for a Fast Start to Your Career. Baton Rouge, LA: LSU Student Services Division.

3 **Holton, E. F. III**, Collins, D., & Plakidas, S. (1996). Getting Ready to Go To Work: Course Guide. Baton Rouge, LA: LSU Student Services Division.

2 **Holton, E. F. III**, Collins, D., & Plakidas, S. (1996). Getting Ready to Go To Work: Workbook. Baton Rouge, LA: LSU Student Services Division.

1 **Holton, E. F. III**, Collins, D., & Plakidas, S. (1996). Getting Ready to Go To Work: Facilitator's Manual. Baton Rouge, LA: LSU Student Services Division.

f) Invited Articles

23 **Holton, E. F. III** (2005, Fall). The critical first year on the job. Planning Job Choices: 2006. Bethlehem, PA: National Association of Colleges and Employers.

22 **Holton, E. F. III** (2004, Fall). The critical first year on the job. Planning Job Choices: 2005. Bethlehem, PA: National Association of Colleges and Employers.

21 **Holton, E. F. III** (2003, Fall). The critical first year on the job. Planning Job Choices: 2004. Bethlehem, PA: National Association of Colleges and Employers.

20 **Holton, E. F. III** (2002, Fall). The critical first year on the job. Planning Job Choices: 2003. Bethlehem, PA: National Association of Colleges and Employers.

19 **Holton, E. F. III** (2001, Fall). The critical first year on the job. Planning Job Choices: 2002. Bethlehem, PA: National Association of Colleges and Employers.

18 **Holton, E. F. III** (2000, Fall). The critical first year on the job. Planning Job Choices: 2001. Bethlehem, PA: National Association of Colleges and Employers.

17 **Holton, E. F. III** (1999, Fall). The critical first year on the job. Planning Job Choices: 2000. Bethlehem, PA: National Association of Colleges and Employers.

16 **Holton, E. F. III** (1999). Managing the transition to work: Twelve essential steps to a fast start to your career. Journal of Career Planning and Employment, 59(1), 28-30, 49-56.

15 **Holton, E. F. III** (1998, Fall). The critical first year on the job. Planning Job Choices: 1999. Bethlehem, PA: National Association of Colleges and Employers.

14 **Holton, E. F. III** (1997, Fall). The critical first year on the job. Planning Job Choices: 1998. Bethlehem, PA: National Association of Colleges and Employers.

13 **Holton, E. F. III** (1996, Fall). The critical first year on the job. Planning Job Choices: 1997. Bethlehem, PA: National Association of Colleges and Employers.

12 **Holton, E. F. III** (1995, Fall). Managing the transition to work: Twelve essential steps for a fast start to your career. Journal of Career Planning and Employment.

11 **Holton, E. F. III** (1995, Fall). The critical first year on the job. Planning Job Choices: 1996. Bethlehem, PA: National Association of Colleges and Employers.

10 **Holton, E. F. III** (1994, Fall). The critical first year on the job. Planning Job Choices: 1995. Bethlehem, PA: College Placement Council.

9 **Holton, E. F. III** (1993, Fall). The critical first year on the job. Planning Job Choices: 1994. Bethlehem, PA: College Placement Council, 68-71.

8 **Holton, E. F. III** (1992, Fall). The critical first year on the job. College Placement Council 1992-93 Annual, Vol. 1. Bethlehem, PA: College Placement Council, 72-75.

7 **Holton, E. F. III** (1991, Fall). The critical first year on the job. College Placement Council 1991-92 Annual, Vol. 1. Bethlehem, PA: College Placement Council, 69-72.

6 **Holton, E. F. III** (1991, Spring). First year success strategies. Careers and the Engineer. Holbrook, MA: Bob Adams, Inc., 52-54.

5 **Holton, E. F. III** (1991, Spring). Making yourself manageable. Careers and the MBA. Holbrook, MA: Bob Adams, Inc., 49-50.

4 **Holton, E. F. III** (1991). Going to work the right way. Careers and the College Grad. Holbrook, MA: Bob Adams, Inc., 50-52.

3 **Holton, E. F. III** (1990, Fall). Going to work - the right way. Careers and the MBA. Holbrook, MA: Bob Adams, Inc., 65-68.

2 **Holton, E. F. III** (1990, Fall). Job outlook for MBA's. Careers and the MBA. Holbrook, MA: Bob Adams, Inc., p. 9.

1 **Holton, E. F. III** (1989, Fall). Marketing yourself: The MBA and the job search, Careers and the MBA. Holbrook, MA: Bob Adams, Inc., 80-84.

3 Publications Concerning Instruction Accepted But Not Published

4 Participation in Professional Meetings, Symposia and Conferences Concerning Teaching

a) Refereed Paper Presentation (full article distributed) (* = blind)

1 Redmann, D. H.**, Holton, E. F. III,** Edwards, M., & Fairchild, M. (1997). Establishing a Partnership Between a University and a Municipal Government: The Performance Consulting Model in Action. Proceedings of the 1996 American Educational Research Association National Conference - Training and Development SIG.

b) Refereed Conference Presentations (* = blind)

10 **Holton, E. F. III,** & Swanson, R. A. (1996, May). Multi-national distance learning HRD graduate program. 1995 Innovative Teaching in Human Resources and Industrial Relations Conference.

9 **Holton, E. F. III** (1996, May). Upgrading professionalism for the third millennium, Southwest Association of Colleges and Employers Annual Conference, keynote address, New Orleans, LA.

8 **Holton, E. F. III** (1996, May). Upgrading professionalism for colleges:The college graduate's transition to the workplace. Southwest Association of Colleges and Employers Annual Conference, keynote address, New Orleans, LA.

7 **Holton, E. F. III** (1995, May). Transition from college to workplace 2000. Louisiana Placement Association Annual Conference, Baton Rouge, LA.

6 **Holton, E. F. III** (1993, July). From vocational education to global HRD: meeting the globalization challenge. University Council for Vocational Education Summer Workshop, Gulf Shores, AL.

5 **Holton, E. F. III** & Harrison, Betty C. (1993, May). Teaching an introductory course in human

resource development, American Society for Training and Development Professor's Network Annual Meeting, Atlanta, GA.

4 **Holton, E. F. III** (1993, March). What every college graduate needs to know before going to work. Louisiana Home Economics Association Annual Meeting, Natchitoches, LA.

3 Goodale, Thomas G., & **Holton, E. F. III** (1992, March). Great expectations: Easing new graduates' transition to work, National Association of Student Personnel Administrators annual meeting, Cincinnati, OH.

2* **Holton, E. F. III** (1988, March). Career research made fast and easy. Middle Atlantic Placement Association annual meeting, Baltimore, MD.

1 **Holton, E. F. III** (1988, Spring). The technical MBA. National Society of Black Engineers regional meeting, Blacksburg, VA.

c) Local Instructional and Group Facilitation Activities

99 **Holton, Elwood F. III** (2006, August) Managing and Improving Work Processes. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

98 **Holton, Elwood F. III** (2006, June) Developing Effective Teams 3. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

97 **Holton, Elwood F. III** (2006, June) Problem Solving and Decision Making. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

96 **Holton, Elwood F. III** (2006, June) Dealing with Change. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

95 **Holton, Elwood F. III** (2006, June) Workplace Negotiation Skills. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

94 **Holton, Elwood F. III** (2006, June) Developing Effective Teams 2. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

93 **Holton, Elwood F. III** (2006, June) Managing and Improving Work Processes. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

92 **Holton, Elwood F. III** (2006, June) Managing and Improving Work Processes. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

91 **Holton, Elwood F. III** (2006, April) Managing and Improving Work Processes. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

90 **Holton, Elwood F. III** (2006, April) Workplace Negotiation Skills Louisiana Comprehensive Public

Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

89 **Holton, Elwood F. III** (2006, April) Dealing with Change. Louisiana Comprehensive Public Training Program, co-sponsored by the LSU Division of Workforce Development and the Louisiana Division of Administration.

88 **Holton, Elwood F. III** (2005-06) External Evaluation for Louisiana Spirit Crisis Counseling Program for Hurricane Katrina victims. Ongoing facilitation for the Louisiana Office of Mental Health.

87 **Holton, Elwood F. III** (2006, January). The MBTI and Leadership Development. LSU Agricultural Leadership Program.

86 **Holton, Elwood F. III** (2005) Implementation Planning for Find Family National Call Center for Hurricane Katrina Victims. Louisiana Office of Mental Health and FEMA.

85 **Holton, Elwood F. III** (2004-05) Regional Office Process Redesign. Process facilitated for the Louisiana Office of Citizens with Developmental Disabilities.

84 **Holton, Elwood F. III** (2005) Project Planning for Implementation of Medicare Part D. Process facilitated for the Louisiana Office of Group Benefits.

83 **Holton, Elwood F. III** (2005) Balanced Scorecard Strategic Planning-2006. Process facilitated for the Louisiana Workers Compensation Corporation.

82 **Holton, Elwood F. III** (2004-05) Planning for Reorganization of Regional Offices. Process facilitated for the Louisiana Office of Citizens with Developmental Disabilities.

81 **Holton, Elwood F. III** (2004-05) Governor's Task Force on Long-term Care Reform in Louisiana. Consultant to task force.

80 **Holton, Elwood F. III** (2004-05) Project Planning for Annual Enrollment. Process facilitated for the Louisiana Office of Group Benefits.

79 **Holton, Elwood F. III** (2004-05) External Evaluation for COSIG Project. Ongoing facilitation for the Louisiana Office of Addictive Disorders and Office of Mental Health.

78 **Holton, Elwood F. III** (2004) Strategic Planning for the Louisiana Office of Mental Health. Process facilitated.

77 **Holton, Elwood F. III** (2004) Balanced Scorecard Strategic Planning-2005. Process facilitated for the Louisiana Workers Compensation Corporation.

76 **Holton, Elwood F. III** (2004, July) Senior Management Retreat. Process facilitated for the Louisiana Workers Compensation Corporation

75 **Holton, Elwood F. III** (2004) Strategic Planning for Central Louisiana Mental Health System. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Alexandria, LA.

74 **Holton, Elwood F. III** (2004, January). The MBTI and Leadership Development. LSU Agricultural Leadership Program.

73 **Holton, Elwood F. III** (2003) Balanced Scorecard Strategic Planning-2004. Process facilitated for the Louisiana Workers Compensation Corporation.

72 **Holton, Elwood F. III** (2003, July) Senior Management Retreat. Process facilitated for the Louisiana

71 **Holton, Elwood F. III** (ongoing) Strategic Planning for Louisiana YES Project. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, New Orleans, LA.

70 **Holton, Elwood F. III** (ongoing) Strategic Planning for Eastern Louisiana Mental Health System. Process facilitated for the Louisiana Department of Health and Hospitals-Office of Mental Health.

69 **Holton, Elwood F. III** (2003) Strategic Planning for Operations of Area B. Process facilitated for the Louisiana Department of Health and Hospitals-Office of Mental Health.

68 **Holton, Elwood F. III** (ongoing) Strategic Planning for Operations of Area A. Process facilitated for the Louisiana Department of Health and Hospitals-Office of Mental Health.

67 **Holton, Elwood F. III** (2003) Strategic Planning for Services to the Developmentally Disabled. Process facilitated for the Secretary's office of the Louisiana Department of Health and Hospitals.

66 **Holton, Elwood. F. III** (February, 2003) Quality Improvement Planning for the Office of Mental Health. Process facilitated for the Secretary's office of the Louisiana Department of Health and Hospitals.

65 **Holton, Elwood F. III** (2002, Nov. – Dec.) Strategic Planning for Early Childhood Supports and Services in Ouchita Parish, Louisiana. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Monroe, LA.

64 **Holton, Elwood F. III** (2002, Nov. – Dec.) Strategic Planning for Early Childhood Supports and Services in Lafayette Parish, Louisiana. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Lafayette, LA.

63 **Holton, Elwood F. III** (2002, Nov. – Dec.) Strategic Planning for Early Childhood Supports and Services in De Soto Parish, Louisiana. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Mansfield, LA.

62 **Holton, Elwood F. III** (2002, Nov. – Dec.) Strategic Planning for Early Childhood Supports and Services in East Baton Rouge Parish, Louisiana. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Baton Rouge, LA.

61 **Holton, Elwood F. III** (2002, Sept. – Dec.) Balanced scorecard strategic planning-2003. Process facilitated for the Louisiana Workers Compensation Corporation

60 **Holton, Elwood F. III** (2002, Sept.) Industrial Safety Summit: Making Louisiana the safest industrial state in the nation. Process facilitated for the Louisiana Workers Compensation Corporation Board of Directors and invited guests.

59 **Holton, Elwood F. III** (2002, Sept.) Designing the Organizational Structure for Area Operations. Process facilitated for the Office of Mental Health, LA Department of Health and Hospitals.

58 **Holton, Elwood F. III** (2002, Sept.) 2003 Operating Planning for the Office of Addictive Disorders. Process facilitated for the Office of Addictive Disorders, LA Department of Health and Hospitals.

57 **Holton, Elwood F. III** (2002, Sept. – Nov.) Revamping Workers' Compensation Reimbursement in Louisiana. Process facilitated for the Workers' Compensation Reimbursement Coalition.

56 **Holton, Elwood F. III** (2002, September) Becoming an empowering leader. Presentation to the College of Agriculture Student Leadership Workshop.

55 **Holton, Elwood F. III** (2002, August) Strategic planning for the Board of Directors. Process facilitated for Louisiana Workers Compensation Corporation, Baton Rouge, LA.

54 **Holton, Elwood F. III** (2002, August) CEO Overview of the Balanced Scorecard. The Executive Club II, Baton Rouge, LA.

53 **Holton, Elwood F. III** (2002, August) Strategic Planning for Early Childhood Supports and Services in Terrebone Parish. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Houma, LA.

52 **Holton, Elwood F. III** (2002, July) Strategic Planning for Early Childhood Supports and Services in St. Tammany Parish. Process facilitated for Louisiana Department of Health and Hospitals-Office of Mental Health, Covington, LA.

51 **Holton, Elwood F. III** (2002, July – Aug.). Application Process Mapping and Analysis, Process facilitated for LA Department of Health and Hospitals-Bureau of Community Supports and Services.

50 **Holton, Elwood F. III** (2002, July). Key Agent Planning Retreat. Process facilitated for Louisiana Workers' Compensation Corp., Baton Rouge, LA.

49 **Holton, Elwood F. III** (2002, July) CEO Overview of the Balanced Scorecard. The Executive Club I, Baton Rouge, LA

48 **Holton, Elwood F. III** (2002, July – Sept.). Executive Succession Planning. Process facilitated for Louisiana Workers' Compensation Corp., Baton Rouge, LA.

47 **Holton, Elwood F. III** (2002, June). Strategic Planning for Change. LA Department of Health and Hospitals-Office of Addictive Disorders.

46 **Holton, Elwood F. III** (2002, June). Designing the Organizational Structure for State Offiice. LA Department of Health and Hospitals-Office of Mental Health.

45 **Holton, Elwood F. III** (2002, May). Production Planning Retreat. Process facilitated for Louisiana Workers' Compensation Corp., Baton Rouge, LA.

44 **Holton, Elwood F. III** (2002, Feb. – May). External Communications Strategic Planning. Process facilitated for Louisiana Workers' Compensation Corp., Baton Rouge, LA.

43 **Holton, Elwood F. III** (2002, Jan. – Apr.). Implementing the Balanced Scorecard in the Executive Team. Process facilitated for Louisiana Workers' Compensation Corp., Baton Rouge, LA.

42 **Holton, Elwood F. III** (2002, Feb. – Apr.) Critical competency identification. Process facilitated for Louisiana Workers Compensation Corporation, Baton Rouge, LA.

41 **Holton, Elwood F. III** (2002, February). Leading and Institutionalizing Change. LA Department of Health and Hospitals-Office of Addictive Disorders Retreat.

40 **Holton, Elwood F. III** (2002, January). Leading and Institutionalizing Change. LA Department of Health and Hospitals - Office of Mental Health Management Development Program.

39 **Holton, Elwood F. III** (2002, January). The MBTI and Leadership Development. LSU Agricultural Leadership Program.

38 **Holton, Elwood F. III** (2001, September). Facilitating Adult Learning. Louisiana DOTD Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce

Development and the Louisiana Dept. of Transportation & Development.

37 **Holton, Elwood F. III** (2001, October). Managing Human Resources in Times of Change. LSU Governor's Executive Development Program.

36 **Holton, Elwood F. III** (2001, September). Facilitating Adult Learning. Louisiana DOTD Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Dept. of Transportation & Development.

35 **Holton, Elwood F. III** (2001, Aug – Dec.). Implementing the Balanced Scorecard in Operations Division. Process facilitated for Louisiana Workers' Compensation Corp., Baton Rouge, LA.

34 **Holton, Elwood F. III** (2001, August). Training Needs Assessment. Louisiana DOTD Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Dept. of Transportation & Development.

33 **Holton, Elwood F. III** (2001, August). Facilitating Transfer of Learning. Louisiana DOTD Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Dept. of Transportation & Development.

32 **Holton, Elwood F. III** (2001, August). Effective Change Leadership. Louisiana Department of Health and Hospitals. Louisiana Department of Health and Hospitals Executive Leadership Program.

Holton, Elwood F. III (2001, Jul. – Sept.). Effective Change Leadership. Louisiana Department of Labor Senior Staff Development Program.

31 **Holton, Elwood F. III** (2001, July). The balanced scorecard: Theory and application. Louisiana Worker's Compensation Corp.

30 **Holton, Elwood F. III** (2001, June). Facilitating Transfer of Learning. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

29 **Holton, Elwood F. III** (2001, April). Planning for Executive Development at LSU. LSU Chancellor's Executive Program.

28 **Holton, Elwood F. III** (2001, March). Evaluating Learning Outcomes. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

27 **Holton, Elwood F. III** (2001, March). Adult Learning Strategies. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

26 **Holton, Elwood F. III** (2001, February). Collecting Data in Organizations. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

25 **Holton, Elwood F. III** (2001, January). Managing Human Resources in Times of Change. LSU Governor's Executive Development Program.

24 **Holton, Elwood F. III** (2001, January). Training and Development Basics. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

23 **Holton, Elwood F. III** (2000, June). Measuring and Evaluating Performance. Louisiana Trainer

Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

22 **Holton, Elwood F. III** (2000, June). Evaluating Learning Outcomes. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

21 **Holton, Elwood F. III** (2000, May). Advanced Training and Instructional Delivery. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

20 **Holton, Elwood F. III** (2000, April). Facilitating Transfer of Learning. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

19 **Holton, Elwood F. III (**2000, April). Facilitating Change in Organizations. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

18 **Holton, Elwood F. III** (2000, February). Group Facilitation/Process Skills. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

17 **Holton, Elwood F. III** (2000, January). Task and Competency Analysis. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

16 **Holton, Elwood F. III** (2000, January). Adult Learning Strategies. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

15 **Holton, Elwood F. III** (1999, November). Analyzing Performance Problems. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

14 **Holton, Elwood F. III** (1999, November). Collecting Data in Organizations. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

13 **Holton, Elwood F. III** (1999, October). Training and Development Basics. Louisiana Trainer Certification Program, co-sponsored by the LSU School of Human Resource Education and Workforce Development and the Louisiana Division of Administration.

12 **Holton, Elwood F. III** (1999, May). The Manager's Role in Developing Human Resources. LSU Executive Program, College of Business.

11 **Holton, Elwood F. III** (1999, May). Understanding Personality Type for Managerial Effectiveness. LSU Executive Program, College of Business.

10 **Holton, Elwood F. III,** & Bates, R. A. (1999, April). Facilitating Transfer of Training. LSU Trainer Certification Program, co-sponsored by the School of Human Resource Education and Workforce Development and the Division of Continuing Education.

9 **Holton, Elwood F. III** (1998, June). The Manager's Role in Developing Human Resources. LSU Executive Program, College of Business.

8 **Holton, Elwood F. III** (1998, June). Understanding Personality Type for Managerial Effectiveness. LSU Executive Program, College of Business.

7 **Holton, Elwood F. III** (1997, June). Understanding Personality Type for Managerial Effectiveness. LSU Executive Program, College of Business.

6 **Holton, Elwood F. III** (1996, October). Facilitator Training for Managing the Transition to Work Training Program. LSU Students Services Division Staff Development Workshop, Baton Rouge, LA.

5 **Holton, Elwood F. III** (1996, April). Evaluating Training Programs. University of Southwestern Louisiana Training Certification Program, Lafayette, LA.

4 **Holton, Elwood F. III** (1996, March). Are our seniors really ready to go to work? LSU Students Services Division Staff Development Workshop, Baton Rouge, LA.

3 **Holton, Elwood F. III** (1995, November). Evaluating Training Programs. University of Southwestern Louisiana Training Certification Program, Lafayette, LA.

2 **Holton, Elwood F. III** (1995, April). Evaluating Training Programs. University of Southwestern Louisiana Training Certification Program, Lafayette, LA.

1 **Holton, Elwood F. III,** & Wall, Pam (1993, February). Customizing curricula for business partnerships, Louisiana Adult Basic Education In-service Training Conference, Baton Rouge, LA.

Invited Guest Lectures at Other Universities.

20 **Holton, Elwood F. III,** Drexel University (February 2010). The Trillion Dollar Training Problem. Seminar presented to gradúate students and professionals.

19 **Holton, Elwood F. III,** Autonomous Universidad de Barcelona (June 2009). The State of Human Resource Development in the United States. Seminar presented to gradúate students.

18 **Holton, Elwood F. III,** Autonomous Universidad de Barcelona (June 2009). The State of Human Resource Development in the United States. Seminar for undergraduate students.

17 **Holton, Elwood F. III,** Autonomous Universidad de Barcelona (June 2009). Universities in the United States. Seminar presented to the faculty.

16 **Holton, Elwood F. III,** Universidad Latina, Costa Rica (March. 2003). The andragogical approach to adult learning. Seminar presented to faculty and students.

15 **Holton, Elwood F. III,** Universidad Interamericana, Costa Rica (March 2003). Developing human capital for the global economy. Seminar presented to 100 faculty and students.

14 **Holton, Elwood F. III,** Universidad Latin America de Ciencias y Tecnologia (ULACIT), Costa Rica (2003). The andragogical theory of adult learning. Seminar presented to faculty and students.

13 **Holton, Elwood F. III,** Insituto Politecnico Nacional, Escuela Superior De Comercio y Administracion, Mexico (October 2002). Development of intellectual and human capital. Presentation to 250 students and faculty in the College of Business, National Polytechnic Institute of Mexico..

12 **Holton, Elwood F. III,** Universidad Nacional Autonoma de Mexico, Mexico (October 2002). The andragogical theory of adult learning. Seminar presented to graduate students and faculty in the Department of Psychology.

11 **Holton, Elwood F. III,** Insituto Politecnico Nacional, Mexico (March 2002). Andragogy and adult learning. Teleconference originated in Mexico City and broadcast by satellite to 25 locations throughout Mexico.

10 **Holton, Elwood F. III,** Tecnologico de Monterrey, Mexico (March 2002). Assessing results from human resource development. Seminar for graduate students in international management.

9 **Holton, Elwood F. III,** Tecnologico de Monterrey, Mexico (March 2002). Developing adult learners. Seminar for undergraduate students in management and psychology.

8 **Holton, Elwood F. III,** Tecnologico de Monterrey, Mexico (March 2002). Results assessment in human resource development. Seminar for human resource faculty.

7 **Holton, Elwood F. III,** Oklahoma State University, School of Occupational and Adult Education, New Directions in HRD Needs Assessment, May 1996.

6 **Holton, Elwood F. III,** University of Minnesota, Department of Vocational and Technical Education, HRD Evaluation - The Flawed Four Level Evaluation Model, March 1996.

5 **Holton, Elwood F. III,** University of Minnesota, Department of Vocational and Technical Education, HRD Evaluation - The Flawed Four Level Evaluation Model, November 1995.

4 **Holton, Elwood F. III,** University of Maryland at College Park, Department of Rehabilitation Services, New Employee Success for Disabled Persons, July 1992.

3 **Holton, Elwood F. III,** University of Maryland at College Park MBA Program, Interviewing for Success, College Park, MD, Spring 1989, 1990, 1991.

2 **Holton, Elwood F. III,** Georgetown University, Self-Assessment for Success, Washington, DC, November 1990.

1 **Holton, Elwood F. III,** Georgetown University, Career and Market Research, Washington, DC, October 1990.

d) Other Instructional Activities

Administrative Duties

Coordinator, Leadership Development minor - Chaired and directed leadership development minor curriculum and staffing. Developed and implemented new minor. Currently expanding it to include an honors track for the minor. 2005 to present.

Coordinator, Human Resource Training and Development degree programs (B.S., M.S., & Ph.D.), School of Human Resource Education and Workforce Development, Louisiana State University, 1992 – present. **Ph.D. program in HRD received superior rating (highest rating possible) from university Program Review Panel, the only program area in the School and in the College to receive this rating.**

Designed, secured funding for, and coordinated construction of a distance learning facility for the department within our building. At no cost to the department, implemented a state-of-the-art distance learning classroom in a completely renovated classroom, 2000-2001.

Designed and coordinated renovation of the second floor of Old Forestry Building to house the Public Management Program offices, the Office of HRD Research, a student/faculty lounge and additional instructional facilities, 2000-2001.

e) New teaching methods or materials developed

Ph.D. Core Reading List – developed core reading list of approximately 150 readings for Ph.D. students in human resource development.

5 Awards, Prizes, and Lectureships

8 Directors Award for Teaching Excellence, School of Human Resource Education, Louisiana State University, Spring 2004

7 Directors Award for Teaching Excellence, School of Human Resource Education, Louisiana State University, Fall 2003 2004

6 Directors Award for Teaching Excellence, School of Human Resource Education, Louisiana State University, Spring 2003

5 Directors Award for Teaching Excellence, School of Human Resource Education, Louisiana State University, Spring 2002

4 Gamma Sigma Delta Teacher Merit Honor Roll 2000-01. Awarded by Gamma Sigma Delta, the honor society for Colleges of Agriculture, for outstanding teaching.

3 Gamma Sigma Delta Teacher Merit Honor Roll 1999-00. Awarded by Gamma Sigma Delta, the honor society for Colleges of Agriculture, for outstanding teaching.

2 Gamma Sigma Delta Teacher Merit Honor Roll 1998-99. Awarded by Gamma Sigma Delta, the honor society for Colleges of Agriculture, for outstanding teaching.

1 University of Minnesota HRD Program Quality Advisory Committee. Selected for committee of nationally recognized HRD scholars and practitioners to evaluate the HRD program and advise on future directions (Fall, 1995-98).

6 Research Grants and Other Funding for Instruction (total = $55,000 also included in research grants section)

Awards received:

3 **Holton, Elwood F. III** & Naquin, Sharon S.(2001). Operating the Distance Learning Facility in Old Forestry Building. Funds obtained as part of contract from Louisiana Comprehensive Public Training Program to pay for the T-1 line in the distance learning facility. Department was given free use of facility to teach courses at night. $13,000

2 **Holton, Elwood F. III** (2000). Construction of Distance Learning Facility in Old Forestry Building. Funds obtained as part of contract from Louisiana Comprehensive Public Training Program. Department was given free use of facility to teach courses at night. $40,000

1 **Holton, Elwood F. III,** LSU Incentive Grant for Teaching Innovation, Pilot Study of a Computer-based Multimedia Writing Improvement Program, $2,000, Fall 1994 (selected in blind review process for one of only two awards out of 29 proposals submitted in the university for new grant program).

RESEARCH AND CREATIVE ACTIVITIES

1 Research Publications

a) Book Chapters

15 Bates, R. A., Cannonier, N., & **Holton, E. F. III**. (2011). Starting points for measurement decisions in training evaluation. In C. Best ,G. Galanis, G., J. Kerry, & R. Sottilare (Eds.), Fundamental Issues in Defence Training and Simulation.UK: Ashgate.

14 Wirth, R., Kauffeld, S., Bates, R. A., & **Holton, E. F.** (2009). Katalysatoren und Barrieren fur den Transfererfolg: Das Lerntransfer-System-Inventar (Catalysts and batters for successful transfer – the Learning Transfer System Inventory). In S. Kauffeld, S. Grote, & E. Frieling (Eds.), Handbuch Kompetenzentwisklung (Handbook of Competence Development). Berlin: Scheaffer-Poeschel.

13 **Holton, E. F. III**, O'Keefe, S. C., Novak, V. A., & Walker, D. M. (2009) Strategic Human Capital Management in Federal Government: Principles, Strategies and the Case of NASA. National Association of Public Administration Encyclopedia of Human Capital Management.

12 Richard A. Swanson & **Elwood F.Holton III** (2006) Measured Employee Development and Verification of Core Expertise. In Staffing.org Encyclopedia

11 **Holton, E. F. III** & Burnett, Michael J. (2005) The basics of quantitative research. In Richard A. Swanson and E. F. Holton III (Eds.) Research in Organizations: Foundations and Methods of Inquiry.

10 **Holton, E. F. III**, & Baldwin, T. T. (2003). Making transfer happen: An action perspective on learning transfer systems. In E. F. Holton III and T. T. Baldwin (Eds.). Improving Learning Transfer In Organizations. San Francisco: Jossey-Bass.

9 **Holton, E. F. III** (2003). What's *really* wrong: diagnosis for learning transfer system change. In E. F. Holton III and T. T. Baldwin (Eds.). Improving Learning Transfer In Organizations. San Francisco: Jossey-Bass.

8 **Holton, E. F. III**, & Baldwin, T. T. (2003). Action imperatives for improving learning transfer. In E. F. Holton III and T. T. Baldwin (Eds.). Improving Learning Transfer In Organizations. San Francisco: Jossey-Bass.

7 Swanson, Richard A. & **Holton, E. F. III**. (2002). Measuring employee development and verification of expertise. On Staffing: Advice and Expertise. Staffing.org.

6 **Holton, E. F. III** (1998). Newcomer entry into organizational cultures: A neglected performance issue. In P. J. Dean & David E. Ripley (Eds.) Performance Improvement, Interventions: Culture and Systems Change, vol. 4, pp 389-428. Washington, DC: International Society for Performance Improvement.

5 **Holton, E. F. III** (1997). Preparing students for life beyond the classroom. In J. Gardner & G. van der Vere (Eds.) The senior year experience: Facilitating integration, reflection, closure, and transition (pp. 95-115). San Francisco, CA: Jossey-Bass.

4 **Holton, E. F. III** (1997). How HRD leads organizational change. In E. F. Holton III, (Ed.), In Action: Leading Organizational Change. Alexandria, VA: American Society for Training and Development.

3 Edwards, M., Fairchild, M., **Holton, E. F. III,** & Slaughter, C. (1997). Creating a High Performance Workplace in Baton Rouge City Government. In E. F. Holton III (Ed.) In Action: Leading Organizational Change. Alexandria, VA: American Society for Training and Development.

2 **Holton, E. F. III,** & Burnett, Michael (1997). Quantitative methods in HRD research. In R. Swanson and E. F. Holton III (Eds.), HRD Research Handbook, San Francisco: Berrett-Koehler.

1 **Holton, E. F. III** (1995). A snapshot of needs assessment. In J. Phillips & E. F. Holton III, (Eds.), In Action: Conducting Needs Assessment (pp. 1-12). Alexandria, VA: American Society for Training and Development.

b) Articles Published in Refereed Journals (* = blind)

76* Richard, B. W., Holton, E. F., & Katsioloudes V. (2014).The use of discrete computer simulation modeling to estimate return on leadership development investment. The Leadership Quarterly, 25(5), 1054-1068

75* Peters, S., Cossette, M., Bates. R. A., **Holton, E. F. III,** Hansez, I., & Faulx, D. (2014). Influence of the transfer climate and job attitudes on the transfer process: Modeling the direct and indirect effects. Journal of Personnel Psychology*, 13*(4), 157-166.

74* Hutchins, H. M., Nimon, K., Bates, R. A**.**, & **Holton, E. F. III** (2013). Can the LTSI Predict Transfer Performance? Testing intent to transfer as a proximal transfer of training outcome. International Journal of Selection and Assessment*, 21*(3), 251-263.

73* Bates, R. A., **Holton, E. F. III**, & Hatala, J. P. (2012). A revised Learning Transfer System Inventory (LTSI): Factorial replication and validation. Human Resource Development International.

72* Yaghi, A., **Holton, E. F. III**, & Bates, R. A. (2011). Utilizing path analysis to examine the expectancy model in training transfer. Arab Journal of Administrative Sciences.

71* Yamkevenko, B. & **Holton, E. F. III**. (2010) Towards a Theoretical Model of Dispositional Influences on Transfer of Learning: A Test of a Structural Model. Human Resource Development Quarterly.

70* Velada, R., Caetano, A., Bates, R. & **Holton, E. F. III**. (2009) Learning transfer in the training context-Validation of the Learning Transfer System Inventory in Portugal. Journal of European Industrial Training,30, 635-656.

69* **Holton, E. F. III**., Wilson, L. A., Bates, R. A. (2009) Toward a generalized instrument to measure Andragogy. Human Resource Development Quarterly.

68* **Holton, E. F. III,** Yamkavenko, B. (2008) Strategic Intellectual Capital Development: A Defining Paradigm for HRD? Human Resource Development Review, 7, 270-291.

67* Yaghi, A., Goodman, D., **Holton, E. F. III**, Bates, R. A. (2008). Validation of the Learning Transfer System Inventory: A Study of Supervisors in the Public Sector in Jordan. Human Resource Development Quarterly, 19, 241-262.

66* Kauffeld, S., Bates, R. A., **Holton, E. F. III**, & Muller, A. C. (2008). Das deutsche Lerntransfer-System Inventar (GLTSI): psychometrische Uberprufung der deutschesprachigen Version. Zeitschrift für Pesonalpsychologie, 7 (1). (German translation and validation of the LTSI)

65* Devos, Christelle, Dumay, Xavier, Bonami, Michel, Bates, Reid & **Holton, Elwood**. (2007). The Learning Transfer System Inventory (LTSI) Translated into French: Internal Structure and Predictive Validity. International Journal of Training and Development, 11, 181-199.

64* **Holton, E. F. III** & Lowe, J. (2007) A Theory Building Research Process for Implementing Dubin's Methodology. Human Resource Development Review.

63* Bates, R. A., Kauffeld, S., & **Holton, E. F. III.** (2007). Factor structure and predictive validity of the German version of the Learning Transfer Systems Inventory. Journal of European Industrial Training.

62* **Holton, E. F. III**, Bates, R. A. & Bookter, A. (2007) Convergent and Divergent Validity of the Learning Transfer System Inventory. Human Resource Development Quarterly, 18, 385-419.

61* Yamkovenko, B., **Holton, E.. F. III** & Bates, R. A. (2007) The Learning Transfer System Inventory (LTSI) in Ukraine: The Cross-Cultural Validation of the Instrument. Journal of European Industrial Training.

60* Song, Z., Marides, G., Holton, E. F. III, & **Bates, R**. (2006). An exploratory study of Hotel learning transfer in Haikou, China. China Tourism Research, 12, 423-464.

59* Khasawneh, S., Bates, R. A., & **Holton, E. F. III** (2006). Construct validation of an Arabic version of the Learning Transfer Systems Inventory for use in Jordan. International Journal of Training and Development, 10(3), 180-194.

58* Chen, Hsin-Chih, **Holton, E. F. III**, & Bates, R. A. (2006) Situational and demographic influences on transfer system characteristics in organizations. Performance Improvement Quarterly, 19(3), 7-26.

57* **Holton, E. F. III**, Caillier , M. L. & Lowe, J. S. (2006) Blended Learning Strategies for Competency-Based Training. Advances in Developing Human Resources.

56* Naquin, S. S. & **Holton, E. F. III** (2006) Leadership and Managerial Competency Models: A Simplified Process and Resulting Model. Advances in Developing Human Resources, 8(2), 144-165.

55* Lowe, J. S. & **Holton, E. F. III** (2005) A theory of effective computer-based instruction for adults. Human Resource Development Review, 4, 159-188.

54* **Holton, E. F. III.,** & Naquin, Sharon S. (2005) Reexamining HRD Evaluation as a Decision Making Process**.** Human Resource Development Quarterly.

53* Chen, Hsin-Chih, **Holton, E. F. III**, & Bates, R. A. (2005) Development and validation of the Learning Transfer Systems Inventory in Taiwan. Human Resource Development Quarterly, 16, 55-84.

52* Naquin, Sharon S., & **Holton, E. F. III**, (in press) Dispositional Influences on Motivation to Improve Work through Learning. Human Resource Development Quarterly.

51* **Holton, E. F. III** (2005) Holton's Evaluation Model: New Evidence and Construct Elaborations. Advances in Developing Human Resources, 7(1), 37-54.

50* Wang, G. G. & **Holton, E. F. III** (2005) Neoclassical and Institutional Economics as Foundations for HRD Theory. Human Resource Development Review, 4, 86-108

49* **Holton, E. F. III**, & Naquin, Sharon S. (2004) New metrics for employee development. Performance Improvement Quarterly. 17(1), 56-80.

48* Zehner, R. & **Holton, E. F. III.** (2004) Development of an instrument for the early identification of business leaders. Performance Improvement Quarterly, 17(3).

47* Collins, D. B. & **Holton, E. F. III.** (2004) A Meta-analysis of Leadership Development Studies Since

Burke and Day (1982). Human Resource Development Quarterly, 15, 217-248.

46* Bates, R. A. & **Holton, E.. F. III** (2004) Linking Workplace Literacy Skills and Transfer System Perceptions. Human Resource Development Quarterly, 15, 153-170

45* Zehner, R. L. & **Holton, E. F. III.** (2004) Development and validation of an instrument for early assessment of management potential. In T. Rocco (Ed.) The Cutting Edge in HRD - 2004, Bowling Green, OH: Academy of Human Resource Development. (Selected in separate review process as one of 10 best papers at the 2003 AHRD Conference and published in annual refereed volume).

44* Naquin, Sharon S. & **Holton, E. F. III**. (2003) Facilitators and barriers of communities of practice in public sector work environments: A comparative analysis of two CoPs. Public Personnel Management.

43* **Holton, E. F. III,** Chen, H. C., & Naquin, S. S. (2003) An examination of learning transfer systems across organizational settings. Human Resource Development Quarterly, 14, 459-482.

42* Naquin, Sharon S. & **Holton, E. F. III** (2003) Redefining State Government Leadership and Management Development: A Process for Competency-based Development. Public Personnel Management, 32, 23-46.

41* Naquin, S. S., & **Holton, E. F. III**. (2003) Motivation to improve work through learning in human resource development. Human Resource Development International, 6(3), 355-370.

40* Ruona, W. E. A., Leimbach, M., **Holton, E. F. III**, & Bates, R. A. (2002) The relationship between learner utility reactions and predicted learning transfer among trainees. International Journal of Training and Development, 6(4) 218-228.

39* Naquin, Sharon S. & **Holton, E. F. III**. (2002) The Effects of Personality, Affectivity, and Work Commitment on Motivation to Improve Work Through Learning. Human Resource Development Quarterly, 13, 357-376. Selected as feature article for winter 2002 issue.

38* Bates, Reid A. & **Holton, E. F. III.** Art and science in challenging needs assessment: A case study. Performance Improvement Quarterly, 15(1), 111-130.

37* **Holton, E. F. III** & Zehner, R. (2002) Managing and ensuring accountability in workforce development systems. In E. F. Holton III & S. S. Naquin (Eds.) Workforce Development: A guide for developing and implementing workforce development systems, Advances in Developing Human Resources, 4(2), 151-166.

36* **Holton, E. F. III** & Wilson, L. (2002) Delivering workforce development programs and services. In E. F. Holton III & S. S. Naquin (Eds.) Workforce Development: A guide for developing and implementing workforce development systems, Advances in Developing Human Resources, 4(2), 167-179

35* **Holton, E. F. III**, (2002). Theoretical assumptions underlying the performance paradigm of Human Resource Development. Human Resource Development International, 5, 199-215.

34* Naquin, S. S. & **Holton, E. F. III**. (2001). Motivation to improve work through learning in human resource development. In R. Poell (Ed.) The Cutting Edge in HRD - 2001, Bowling Green, OH: Academy of Human Resource Development. (Selected in separate review process as one of 10 best papers at the 2001 AHRD Conference and published in annual refereed volume).

33* **Holton, E. F. III**, Chen, Hsin-Chih, & Naquin, S. S. (2001). Comparison of learning transfer system characteristics across organization and training types. In R. Poell (Ed.) The Cutting Edge in HRD - 2001, Bowling Green, OH: Academy of Human Resource Development. (Selected in separate review

process as one of 10 best papers at the 2001 AHRD Conference and published in annual refereed volume).

32* **Holton, E. F. III**, Swanson, R. A., & Naquin, S. S. (2001). Andragogy in practice: Clarifying the andragogical model of adult learning. Performance Improvement Quarterly, 14(1), 118-143.

31* **Holton, E. F. III** (2001). New employee development tactics: Perceived availability, helpfulness and relationship with job attitudes. Journal of Business and Psychology, 16(1) 73-85.

30* **Holton, E. F. III**, Bates, R. A., & Ruona, W. E. A. (2000). Development of a Generalized Learning Transfer System Inventory. Human Resource Development Quarterly, 11, 333-360.

- Received the Richard A. Swanson Research Excellence Award from the Academy of Human Resource Development for the most outstanding article published in Human Resource Development Quarterly during 2000.

29* Twitchell, S., **Holton, E. F. III,** & Trott, J**.** (2000). Technical training evaluation practices in the United States. Performance Improvement Quarterly, 13(3), 84-110.

28* **Holton, E. F. III**, & Baldwin, T. T. (2000). Making transfer happen: An action perspective on learning transfer systems. In E. F. Holton III, T. T. Baldwin, & S. S. Naquin (Eds.). Managing and changing learning transfer systems, Advances in Developing Human Resources, 2(4), 1-6.

27* **Holton, E. F. III** (2000). What's *really* wrong: diagnosis for learning transfer system change. In E. F. Holton III, T. T. Baldwin, & S. S. Naquin (Eds.). Managing and changing learning transfer systems, Advances in Developing Human Resources, 2(4), 7-22.

26* **Holton, E. F. III,** & Lynham, S. A. (2000) Performance-driven leadership development. In E. F. Holton III & Naquin, S. S (Eds.). Developing high performance leadership competency, Advances in Developing Human Resources, 1-17.

25* **Holton, E. F. III** & Naquin, S. S. (2000**)** Implementing performance-based leadership development. In E. F. Holton III & Naquin, S. S (Eds.). Developing high performance leadership competency, Advances in Developing Human Resources, 104-114.

24* **Holton, E. F. III** (2000). On the nature of performance and learning in human resource development. In R. A. Swanson (series editor) and W. E. A. Ruona and Gene Roth (issue editors), Advances in Developing Human Resources, 7, 60-64.

23* **Holton, E. F. III,** Bates, R. A., & Naquin, S. S. (2000) Large-Scale Performance-Driven Training Needs Assessment: A Case Study. Public Personnel Management, 29, 249-268.

22* Bates, R. A., **Holton, E. F. III**, & Seyler, D. L. (2000) The Role of Interpersonal Factors in the Application of Computer-Based Training in an Industrial Setting. Human Resource Development International, 3, 19-42.

21* Bates, R., **Holton E. F. III,** Burnett, M. (1999). Assessing the Impact of Influential Observations on Multiple Regression Analysis in HRD Research. Human Resource Development Quarterly, , 343-363.

20* **Holton, E. F. III** (1999). An integrated model of performance domains: Bounding the theory and practice. Performance Improvement Quarterly,
(3), 95-118.

19* **Holton, E. F. III**, & Russell, Craig J. (1999). Organizational entry and exit: An exploratory longitudinal examination of early careers. Human Performance, 12(3), 311-341.

18* **Holton, E. F. III** (1999). What is performance? Bounding the domain. In R. A. Swanson (Series Ed.)

& R. Torraco (Vol. Ed.) Advances in Developing Human Resources: The Research Agenda for Performance Improvement, 1(1), San Francisco: Berrett-Koehler.

17 Bates, R., **Holton, E. F. III**, & Seyler, D., (1997). Factors affecting transfer of training in an industrial setting. In L. Dilworth and V. Willis (Eds.) HRD in Transition: The Cutting Edge in HRD - 1997, Washington, DC: International Society for Performance Improvement. (Selected in separate review process as one of 10 best papers at the 1997 AHRD Conference and published in annual refereed volume).

16* Seyler, D. L., **Holton, E. F. III**, Bates, R. A., Burnett, M. F., & Carvalho, M. A. (1998). Factors affecting motivation to use training. International Journal of Training and Development, 2, 2-16.

15* **Holton, E. F. III**, Redmann, Donna H., Edwards, Mertis A., & Fairchild, Marion E. (1998). Planning for the transition to performance consulting in municipal government: A case study. Human Resource Development International, 1, 35-55.

14* **Holton, E. F. III**, Bates, R., Seyler, D., & Carvalho, M. A. (1997) Construct validation of a transfer climate instrument. Human Resource Development Quarterly, 8, 95-113.

13* **Holton, E. F. III**, & Russell, C. J. (1997). The relationship of anticipation to newcomer socialization processes and outcomes: A pilot study. Journal of Organizational and Occupational Psychology, 70, 163-172.

12 **Holton, E. F. III**. & Russell, C. J. (1997). Enhancing new employee development: A longitudinal examination of socialization processes and turnover. In H. Preskill and L. Dilworth (Eds.) HRD in Transition: The Cutting Edge in HRD - 1996, Washington, DC: International Society for Performance Improvement. (Selected in separate review process as one of 11 best papers at the 1996 AHRD Conference and published in annual refereed volume).

11* **Holton, E. F. III** (1996). New employee development: A review and reconceptualization. Human Resource Development Quarterly, 7, 233-252.

10* **Holton, E. F. III,** & Trott, James W., Jr. (1996). Trends toward a closer integration of Vocational Education and Human Resource Development. Journal of Vocational and Technical Education, 12, 49-57.

9* Bates, R., & **Holton, E. F. III** (1995). Computerized work performance monitoring: A review of human resource issues. Human Resource Management Review, 5, 267-288.

8* Bates, R., **Holton, E. F. III**, & Seyler, D. (1996). Principles of computer-based instructional design and the adult learner: The need for further research. Performance Improvement Quarterly, 9 (2), 3-24.

7* **Holton, E. F. III** (1996). The flawed four-level evaluation model. Human Resource Development Quarterly, 7, 5-21**.** Selected as feature article for winter 1996 issue.

6* Trott, James W. & **Holton, E. F. III** (1995). Attitudes of post-secondary vocational instructors toward persons with disabilities: Implications for in-service training. Journal of Vocational Special Needs Education.

5* **Holton, E. F. III** (1995). College graduates' experiences and attitudes during organizational entry. Human Resource Development Quarterly, 6, 59-78.

4* **Holton, E. F. III,** & Bailey, Curt (1995). Top to bottom curriculum redesign. Training and Development, 49(3), 40-44.

3* **Holton, E. F. III** (1993, Summer). Preparing graduates for the transition to work: a taxonomy of

critical skills. Louisiana Business Education Journal, 3, 36-52.

2 **Holton, E. F. III** (1992, Spring). Teaching going-to-work skills: A missing link in career development. Journal of Career Planning and Employment, 52(3), 46-51.

1* **Holton, E. F. III** (1980). A simulation model for capital investment analysis. Clemson University Review of Industrial Management and Textile Science.

c) Articles Published in Refereed Proceedings (* = Blind)

55* Katsioloudes, V., Beard, C., **Holton, E. F**., & Bates, R. A**.** (2012). Exploring student experiences during a leadership development internship. In J. Wang & J. Gedro (Eds.), Proceedings of the Academy of Human Resource Development 2012 Annual Meeting.

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31 Naquin, Sharon S., & **Holton, E. F. III** (1999). An Analysis of Factors Affecting the Motivation to Improve Work Through Learning at Blue Cross Blue Shield, Technical report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

30 **Holton, E. F. III,** & Naquin, Sharon S. (1999). Administering the 360° Feedback Version of the Louisiana Managerial/Supervisory Survey (LMSS). Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

29 **Holton, E. F. III**, Kaiser, S., & Naquin, Sharon S. (1998). Business and Industry Needs Assessment for Baton Rouge Community College. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

28 **Holton, E. F. III,** & Naquin, S. (1998). Competency Based Training Program for Louisiana State Trainers. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

27 **Holton, E. F. III,** & Naquin, Sharon S. (1998). 360º Managerial Needs Assessment at the Department of Public Safety. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

26 **Holton, E. F. III,** & Bates, R. (1998). Long-Term Care Application Process Analysis and Improvement, Louisiana Department of Health and Hospitals. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

25 **Holton, E. F. III,** & Bates, R. (1998). First-Line Supervisory Training Needs Assessment, Eastern Louisiana Mental Health System. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

24 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Health and Hospitals. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

23 **Holton, E. F. III,** & Bates, R., (1998). Audit of Medicaid Customer Service Training, Louisiana Department of Health and Hospitals. Technical Report published by the School of Human Resource

Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

22 **Holton, E. F. III,** & Bates, R., (1998). Basic Work Skills Needs Assessment, Eastern Louisiana Mental Health System. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

21 **Holton, E. F. III,** & Bates, R., (1998). Treatment Team Skills Assessment, Louisiana Department of Health and Hospitals. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

20 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Wildlife and Fisheries-Office of the Secretary. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

19 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Wildlife and Fisheries-Office of Wildlife. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

18 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Wildlife and Fisheries-Office of Fisheries. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

17 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Wildlife and Fisheries-Office of Management and Finance. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

16 **Holton, E. F. III,** & Bates, R., (1998). Learning Transfer Climate Assessment, Department of Social Services, Louisiana Rehabilitation Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

15 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Social Services, Louisiana Rehabilitation Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

14 **Holton, E. F. III,** & Bates, R., (1998). Audit of Counselor Academy, Louisiana Department of Social Services, Louisiana Rehabilitation Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

13 **Holton, E. F. III,** & Bates, R., (1998). Learning Transfer Climate Assessment, Louisiana Department of Social Services, Office of Community Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

12 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Social Services, Office of Community Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

11 **Holton, E. F. III,** & Bates, R., (1998). "Find Work" Case Manager Task Analysis, Louisiana Department of Social Services, Office of Family Support. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge,

LA.

10 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Family Support, Office of Community Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

9 **Holton, E. F. III,** & Bates, R., (1998). Audit of New Worker Training Program, Louisiana Department of Family Support, Office of Community Services. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

8 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Family Support, Office of the Secretary and Office of Management and Finance. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

7 **Holton, E. F. III,** & Bates, R., (1998). Managerial/Supervisory Needs Assessment, Louisiana Department of Economic Development. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

6 **Holton, E. F. III,** & Bates, R., (1998). Senior Executive Training Needs Assessment, Louisiana Department of Economic Development. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

5 **Holton, E. F. III,** & Bates, R., (1998). Stakeholder/Customer Analysis, Louisiana Department of Economic Development. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

4 **Holton, E. F. III,** & Kaiser, S. M. (1997). Assessing the Learning Organization at Riverbend Nuclear Plant. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

3 **Holton, E. F. III,** & Bates, R., Redmann, D., Burns, N., Wilson, J., & Naquin, S. (1997). Louisiana State Needs Assessment Pilot Project (vol. 1 - 7). Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

2 **Holton, E. F. III,** & Bates, R. (1997). Vision and Strategic Agenda for Workforce Development in East Baton Rouge City-Parish. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

1 **Holton, E. F. III,** Seyler, D., & Bates, R. (1996). Evaluation of a Computer-Based Training System for OSHA Safety and Plant Operator Training. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

2 Publications Submitted and In Preparation (* = blind)

a) Book chapters accepted

b) Articles Submitted to Refereed Journals (* = blind)

c) Articles In Preparation for Submission to Refereed Journals (* = blind)

d) Refereed Monographs Proposals in Preparation (* = blind)

e) Book Chapters In Preparation for Submission

3 Participation in Professional Meetings

a) Refereed Paper Presentation (full article distributed) (* = blind)

2* **Holton, E. F. III**, Bates, R. A., & Ruona, W. (1998). Development and Validation of a Generalized Learning Transfer Questionnaire. Society of Industrial and Organizational Psychology 1998 Annual Meeting.

1* **Holton, E. F. III**, & Russell, Craig J. (1996). The relationship of turnover to socialization processes and outcomes. Society of Industrial and Organizational Psychology 1996 Annual Meeting.

b) Refereed Conference Presentations (* = blind)

13* Song, Z., Marides, G., **Holton, E. F. III**, & Bates, R. (2005). An exploratory study of Hotel learning transfer in Haikou, China. Paper presented at the Second PolyU China Tourism Forum and 3rd China Tourism Academy Conference, held in Guangzhou, China, December, 2005.

12* Torraco, R., Swanson, R., Jacobs, R., & **Holton, E. F. III,** (1996, March). Forum on 'Performance and Expertise' Academy of Human Resource Development Annual Meeting, Minneapolis, MN.

11* **Holton, E. F. III** & Hixon, J. (1996, March). Forum on 'In Action: Conducting Needs Assessment.' Academy of Human Resource Development Annual Meeting, Minneapolis, MN.

10* Preskill, H., **Holton, E. F. III,** Sleezer, C., Russ-Eft, D., Ravishankar, L., & Marsick, V. (1996, March). HRD Evaluation in Changing Organizations. Academy of Human Resource Development Annual Meeting, Minneapolis, MN.

9* **Holton, E. F. III** (1995, June). Joint research projects with public agencies: A true "win-win". International Personnel Management Association Assessment Council (IMPAAC) Annual Meeting, New Orleans, LA.

8* **Holton, E. F. III** & Phillips, Jack J. (1995). Needs Assessment in Human Resource Development: Best Practices. American Society for Training and Development 1995 International Conference, Dallas, TX.

7* Phillips, Jack J. & **Holton, E. F. III** (1995). Measuring Return on Investment in Human Resource Development (1 day pre-conference workshop). American Society for Training and Development 1995 International Conference, Dallas, TX.

6* Murphy, I., **Holton, E. F. III,** Der-Stepanian, J., & Doring, E. (1993, March). Career enhancement for individuals with disabilities: The missing link, American Counseling Association Annual meeting, Atlanta, GA.

5* **Holton, E. F. III** (1992, July). Charting a successful course for new employees: The missing link, Society for Human Resource Management aAnual Meeting, Las Vegas, NV.

4* **Holton, E. F. III** (1992, May). Beyond orientation: Teaching new employees how to adapt, National Society for Performance and Instruction (Potomac chapter) Workshop Extravaganza, Arlington, VA.

3* **Holton, E. F. III** & Hutchins, David E. (1992, May). TFA systems: Integrating critical behavior components in training, National Society for Performance and Instruction (Potomac chapter) Workshop Extravaganza, Arlington, VA.

2* **Holton, E. F. III** (1992, March). The fast-starter program: Helping new employees break-in and adapt, American Association for Counseling and Development annual meeting, Baltimore, MD.

1* Johnson, Dana J., **Holton, E. F. III**, & Scott, David F. (1982, April). Working capital management - transition for the eighties, Midwestern Finance Association Meeting, Chicago, IL.

c) Invited Symposia, Presentations

42 **Holton, E. F. III** (2012) Learning Transfer Leadership. Lake Charles, LA Chamber of Commerce.

41 **Holton, E. F. III** (2012) Solving the Learning Transfer Puzzle: Tools and Processes from Research. Lake Charles, LA Industrial Trainers Association.

40 **Holton, E. F. III** (2011) Solving the Learning Transfer Puzzle: Tools and Processes from Research. Minnesota Chapter of the International Society of Performance Improvement National Speaker Event.

39 **Holton, E. F. III** (2011) Solving the Learning Transfer Puzzle: Tools and Processes from Research. Minnesota Chapter of the International Society of Performance Improvement.

38 **Holton, E. F. III** (2009) The Current Challenges of Transferring Executive Education. Transferring Executive Education to the Organisation Conference, sponsored by the Henley Partnership, Henley University of Reading, London, England.

37 H**olton, E. F. III** (2009) Action Planning to Solve Training Transfer Problems, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

36 H**olton, E. F. III** (2009) Using the Learning Transfer System Inventory to Create Training Transfer, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

37 H**olton, E. F. III** (2009) Training Transfer Contracts as a Training Transfer Tool, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

36 H**olton, E. F. III** (2009) The Organizational Process for Creating Training Transfer, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

35 **Holton, E. F. III** (2009) The Training Transfer Problem in the European Union, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

34 **Holton, E. F. III** (2009) Action Planning to Solve Training Transfer Problems. Training Transfer Seminar, Barcelona, Spain.

33 **Holton, E. F. III** (2009) The Training Transfer Problem in Spain. Training Transfer Seminar, Catelonian Training Agency, Barcelona, Spain.

32 **Holton, E. F. III** (2009) The Training Transfer Problem in Catalonia, Spain. Presentation to the Catalonia Training Agency, Barcelona, Spain.

31 **Holton, E. F. III** (2008) Diagnosing Learning Transfer System Problems, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

30 **Holton, E. F. III** (2008) The Learning Transfer Problem in HRD, The Challenge of Learning Transfer Conference, sponsored by ATExcelixi, Athens, Greece.

29 **Holton, E. F. III** (2003) National Forum on the Application of Adult Learning to General Education. Special Colloquium Sponsored by the University of Phoenix, Phoenix, AZ.

28 **Holton, E. F. III** (2003) Resultados: Como evaluar el desempeno y el apredizaje organizacional. Executive development seminar presented to the Colegio de Profesionales en Ciencias Economicas de Costa Rica. San Jose, Costa Rica.

27 **Holton, E. F. III** (2002) Como evaluar el desempeno y el apredizaje organizacional. Executive development seminar, Mexico City, Mexico, sponsored by Promocion Empresarial.

26 **Holton, E. F. III** (2002) Andragogia: El aprendizaje de los adultos en el desarrollo del recurso humano. Executive seminar presented to the Associacion Mexicana De Capacitacion De Personal. (Mexican Association of Personnel Training). Mexico City, Mexico.

25 **Holton, E. F. III** (2002). Resultados: Como evaluar el desempeno y el apredizaje organizacional. Keynote presentation to the Associacion Mexicana De Capacitacion De Personal. (Mexican Association of Personnel Training). Mexico City, Mexico.

24 **Holton, E. F. III** (2002) . El aprendizaje de los adultos en el desarrollo del recurso humano (Adult learning in human resource development). Expo Capacitate Empresarial 2002 (Management Training Expo 2002), World Trade Center, Mexico City, Mexico (a national conference on human resources).

23 **Holton, E. F. III** (2002) Resultados: Como evaluar el desempeno y el apredizaje organizacional. Executive development seminar, Tecnologico de Monterrey, Mexico.

22 **Holton, E. F. III** & Naquin, Sharon S. (2001). Employee development and retention metrics: The next generation. Staffing.org Human Resource Metrics Summit, Philadelphia, PA.

21 Donovan, Paul, **Holton, E. F. III**, & Bates, Reid A. (1999). Evaluation of Training Interventions - Shortcuts to Effective Evaluation. Training Solutions Conference, Birmingham, England, July 6-8.

20 Donovan, Paul, **Holton, E. F. III**, & Bates, Reid A. (1999) Evaluating and Developing Human Resources. United Nations Learning Chiefs Forum - Managing Learning. Turin, Italy, May 31 - June 3.

19 **Holton, E. F. III** (1996, June). Evaluation in HRD Today. Roundtable facilitated at the American Society for Training and Development Annual Conference.

18 **Holton, E. F. III** (1996, May). Upgrading professionalism for employers: The new employee's transition to the workplace, Southwest Association of Colleges and Employers Annual Conference, keynote address, New Orleans, LA.

17 **Holton, E. F. III** (1996, October). Leading change: It's not as hard as you think. Association for College and University Housing Officers-University Apartments Conference, keynote session, San Diego, CA.

16 **Holton, E. F. III** (1994, October). The new employee success system: Enhancing new employee retention and development. Multiple Sclerosis Society/Operation Job Match Employer's Workshop, Washington, DC.

15 **Holton, E. F. III** (1994, August). Performance technology: Making it work for you. American Society for Training and Development (New Orleans chapter)/ New Orleans Society for Human Resource Management Joint Meeting, New Orleans, LA.

14 **Holton, E. F. III** (1994, July). Gazing into the crystal ball: What's the future of HRD? American Society for Training and Development - Baton Rouge Chapter, Baton Rouge, LA.

13 **Holton, E. F. III** (1994, February). Indoctrinating new employees: Designing more effective new employee development processes. Society for Human Resource Management - Greater Baton Rouge Chapter, Baton Rouge, LA.

12 **Holton, E. F. III** (1993, December). Christmas in HRD. American Society for Training and Development - Baton Rouge Chapter, Baton Rouge, LA.

11 **Holton, E. F. III** & Holton, Karen S. (1993, October). Desktop publishing using Wordperfect. Southern Business Education Association Annual Meeting, Baton Rouge, LA.

10 **Holton, E. F. III** (1993, September). To train or not to train: Making performance technology work for you. American Society for Training and Development - Baton Rouge Chapter, Baton Rouge, LA.

9 **Holton, E. F. III** (1993, September). Training evaluation basics. American Society for Training and Development, New Orleans and Baton Rouge Chapters Train-the-Trainer Conference, New Orleans, LA.

8 **Holton, E. F. III** (1993, June). The new employee success system: A fresh look at employee retention and development. Multiple Sclerosis Society/ Operation Job Match Employer's Luncheon, Washington, DC.

7 **Holton, E. F. III** (1993, May). Charting a successful course for new employees. Medical Group Management Association - Human Resources Society Educational Conference, keynote speaker, Nashville, TN.

6 **Holton, E. F. III** (1993, March). Becoming a transition leader. Louisiana Home Economics Association Annual Meeting, keynote speaker, Natchitoches, LA.

5 **Holton, E. F. III** (1993, February). HRD today: Challenges and solutions. American Society for Training and Development - Baton Rouge Chapter (panel facilitator), Baton Rouge, LA.

4 **Holton, E. F. III** (1992, October). Transition leadership for the 90's. American Home Economics Association State Leadership Workshop, New Orleans, LA.

3 **Holton, E. F. III** (1992, March). Transition management for technical organizations. Federally Funded Research and Development Centers Training Network, March 1992, Washington, DC.

2 **Holton, E. F. III** (1992, January). Transition management: Roles and responsibilities for the 90's. Northern Virginia Employers Advisory Committee of the Virginia Employment Commission, Fairfax, VA.

1 **Holton, E. F. III** (1992, January). Transition leadership. Northern Virginia HRD Network, Fairfax, VA.

4 Other Scholarly Activities And Contributions to the Profession

a) Memberships in Professional Organizations

b) Research Partnerships and Initiatives

Director of Development and Retention Research, Staffing.org (2000–2001) served as volunteer director of research for non-profit organization developing new international standards for metrics to measure employee staffing, development and retention.

International Learning Transfer Project (1999–2000) Developed special research partnership with the Irish Management Institute, Dublin, Ireland, and the United Nations Staff College, Turino, Italy, to study learning transfer in U.N. sites around the globe (with R. Bates & S. Naquin).

Director, Malcolm S. Knowles Archives - Through special arrangements with the Knowles family, Dr. Knowles' papers and books from 1985 until his death in 1998 were donated to me for research and publication. Dr. Knowles is considered one of the founding fathers of adult education theory in the United States.

c) Research Instruments Developed

21 **Holton, E. F. III**., Moreno, V. & Pineda, Pilar, Bates, R. A. (2009). Catalan version of the Learning Transfer Systems Inventory for use in Catalonia, Spain.

20 **Holton, E. F. III**., Moreno, V. & Pineda, Pilar, Bates, R. A. (2009). Spanish version of the Learning Transfer Systems Inventory for use in Spain.

19 Bates, R. A. & **Holton, E. F. III** (2008). Romanian version of the Learning Transfer System Inventory.

18 Bates, R. A., Herrera, E., & **Holton, E. F. III**. (2005). Spanish version of the Learning Transfer Systems Inventory for use in Puerto Rico.

17 **Holton, E. F. III**, Yamkovenko, B. & Bates, R. A. (2005) Ukranian version of the Learning Transfer System Inventory.

16. Bates, R. A**.,** Ernstsdóttir, B., & **Holton, E. F. III**. (2005). Icelandic-version of the Learning Transfer Systems Inventory.

15 Bates, R. A. & **Holton, E. F. III** (2005) Dutch version of the Learning Transfer System Inventory.

14. Wilson, L., **Holton, E. F. III**, Bates, R. A**.**, & Khasawneh, S. (2004). Arabic-version of the Adult Learning Principles/Design Elements Questionnaire.

13. Wilson, L., Holton, E. F. III, & **Bates, R. A**. (2004). Adult Learning Principles/Design Elements Questionnaire

12. Bates, R. A**.,** Kalfa, F., & **Holton, E. F. III**. (2004). Turkish-version of the Learning Transfer Systems Inventory.

11. Bates, R. A., Momenkhani, R., & **Holton, E. F. III**. (2004). Farsi-version of the Learning Transfer Systems Inventory.

10. Bates, R. A., Caetano, A., & **Holton, E. F. III**. (2003). Portuguese-version of the Learning Transfer Systems Inventory.

9. Bates, R. A., Kauffeld, S., & **Holton, E. F. III**. (2003). German-version of the Learning Transfer System Inventory.

8. Bates, R. A., Khasawneh, S., & **Holton, E. F. III**. (2003). Arabic-version of the Learning Transfer System Inventory.

7. Bates, R. A., Martel, D., & **Holton, E. F. III**. (2003). French-version of the Learning Transfer Systems Inventory.

6 Chen, H., **Holton, E. F. III** & Bates, R. A. (2003). Learning Transfer Systems Inventory-Chinese edition.

- 5 **Holton, E. F. III** & Bates, R. A. (1996). Learning Transfer Systems Inventory. This instrument is the only validated instrument of its kind in the world. What follows is a representative list of people involved in these research partnerships:

  - Darlene Addy, Research Officer, National Centre for Education and Training on Addiction (NCETA). Flinders University, Adelaide, Australia. Dissertation research*: Investigating the role of trainers in promoting, facilitating and evaluating training transfer in the alcohol and drug field.*

  - Oluyemisi Adesanya. University of Surrey, Guildford, UK, Dissertation research: *Learning transfer:Tthe LTSI and its relationships to organisational learning and job satisfaction.*

  - Hanafiah Ayub, Sports Academy, Universiti Putra Malyasia, Selangor Darul Ehsan, Malaysia. Use of the LTSI in a study examining the transfer of skills from training programs for national athletes.

  - Shahril Baharim, Victoria University, Australia. Dissertation research: *The influence of knowledge sharing on transfer of training: A Malaysian Public Sector Context*.

  - Jude Balm, Edith Cowan University, Perth, Australia. Dissertation research: ***The perceived influence of some trainee characteristics and conditions for transfer on training outcomes***.

  - Louis Baron, Université du Québec à Montréal. Dissertation research (in progress).

  - Mary Lynn Berry, University of Tennessee, Knoxville. Dissertation research (in progress).

  - Sandra Bowman. University of Arkansas, Adult Education Program. Dissertation research: ***Examining organizational climate and teacher characteristics that may predict transfer of an art-based training in five Arkansas public schools***.

  - Richard Braden. Analysis of the learning transfer from sales training at American Management Systems, Fairfax, VA.

  - Dr. Antonio Caetano. PhD, Associate Professor, Instituto Superior de Ciências do Trabalho e da Empresa (ISCTE), Lisbon, Portugal. LTSI translation (Portuguese) and construct validation research.

  - Dearbhla Casey, Lecturer, Royal College of Surgeons, Dublin, Ireland. Research using the LTSI to examine factors affecting the transfer of knowledge and skills from a leadership development program among hospital administrators.

  - Seonmin Cha, University of Wisconsin/Madison. Dissertation research: *The school administrators' transfer-enhancing supervisory practices and their influence on teachers' transfer-of-learning*.

  - Johan Coetsee, Rand Afrikaans University, South Africa. Thesis research for a Masters of Business Administration (MBA).

- Telly Courialis, Colorado State University. Dissertation research: *Using a Contextual Problem Solving Training Model to facilitate learning transfer in manager-leaders.*

- Thomas Coyne, Columbia University, New York. Dissertation research (in progress).

- Deborah Currency, Surrey University, United Kingdom. Dissertation research: *Realising the benefits of human resource development: A study of learning, transfer of learning and evaluation as key determinants of effective HRD.*

- Christelle Devos, Catholique University of Louvain-la-Neuve, Belgium. MS thesis: *Les influences des variables individuelles, de l'environnement, et de la formation sur le transfert des acquis de formation* [The influence of individual, environment, and training-related variables on training transfer]

- Gayle Dodson. North Texas State University. Dissertation research: *A comparison of trainee and supervisor perceptions of transfer climate in a union-based training program*

.

- Paul Donovan, Irish Management Institute, learning transfer and training evaluation research, Dublin, Ireland.

- Bryndis Ernstsdottir, University of Iceland. Dissertation research (translation into Icelandic and construct validation of the LTSI in Iceland): *Bætir fræðslan frammistöðu? : þýðing og prófun mælitækis fyrir yfirfærslu þjálfunar.*

- Christine Fitzgerald, University of Connecticut. Dissertation research: *Transfer of training and transfer climate: The relationship to the use of transfer maintenance strategies in an autonomous job context*.

- Robert Frash, Purdue University. Dissertation research: *Modeling the context and transfer relationship for blended e-learning instructional design and delivery in hospitality*.

- Rebecca Frazee, San Diego State University. Dissertation research: *E-coaching in organizations : a study of features, practices, and determinants of use.*

- Wayne Freeman, President, Training and Development Associates. Laurinburg, North Carolina. Organizational training effectiveness research using the LTSI.

- Funda D. Kalfa , Ph.D dissertation, Ankara University, Ankara, Turkey Translation (into Turkish) and construct validation of the LTSI for use in Turkey.

- Pamela Graham, Northumbria University, Newcastle Upon Tyne, United Kingdom. MS/Occupational Psychology thesis research examining learning transfer from a training program designed to provide coaching skills to executives.

- Maria Luisa Granados, Universidad de los Andes, Bogota-Colombia. Use of the Spanish-version of the LTSI to study the learning transfer process from a management training program in a Colombian telecommunications company.

- Dr. Patricia A. Graczyk, Institute for Juvenile Research, Department of Psychiatry, University of Illinois at Chicago. Research examining learning transfer from training for high school guidance counselors.

- Sander Gulen, University of Nijmegen, the Netherlands. Dissertation research (in progress).

- Lisa Wieland Handy, Senior Training Consultant, Corporate Learning & Development, Mellon Financial Corporation, and University of North Carolina. Dissertation research (in progress).

- Robin Haines, Human Resources, St George Bank Ltd, Kogarah, New South Wales, Australia. Research using the LTSI to improve training effectiveness in bank-related training in New South Wales.

- Evelyn Herrero, President, Evaluaciones Inc., Levittown, Puerto Rico, research collaboration to translate the LTSI into Puerto Rican/Spanish and collect data for instrument construct validation.

- R. Lance Hogan, Southern Illinois University. Dissertation research: *Supervisors' perceptions as a measure of training transfer: A predictive validity study of the Learning Transfer Systems Inventory (LTSI)*.

- Nicola Jayne Howe, University of Western Australia. Dissertation research: *Coaching: A vehicle for managers' learning and motivation to transfer learning.*

- Kerassioti Ioanna, Surrey University. Dissertation research (in progress): Examining learning transfer in private sector companies in Greece.

- Dr. Simone Kauffeld, Professor, Institute of Work Science, University Kassel, Germany. Translation and construct validation of the LTSI for use in Germany.

- Eva Kazcor, learning transfer research using the German-version of the LTSI at BMW Financial Services, Munich, Germany.

- Dr. Ad Kleingeld, Eindhoven University of Technology, Department of Technology Management, Subdepartment of Human Performance Management, Eindhoven, The Netherlands. Translation of the LTSI into Dutch and application to an evaluation of training programs in the service department of a leading provider of document solutions (photocopiers, network printers, multifunctionals) in the Netherlands.

- Brenda Kowske, University of Minnesota. Dissertation research: *The role of teacher motivation in improving work through learning.*

- Prakash Krishnan, Texas A & M University, Dissertation research (in progress).

- Cyril Kwan, University College, Dublin, Ireland. Dissertation research (in progress).

- Ginnette Levesque, Chaire de gestion des compétences», École des sciences de la gestion, University of Quebec in Montréal, Canada. Training evaluation research using the Canadian/French version of the LTSI.

- Brad Lister, Director, Anderson Center for Innovation in Undergraduate Education at Rennselear Polytechnic University. Research examining the learning transfer environment in undergraduate courses.

- Alan Manie, University of East London, United Kingdom. Dissertation research (in progress).

- Dr. Gregory Mavrides, Tourism School of Hainan University, Haikou, Hainan, China. Translation and validation of the LTSI into Mandarin Chinese for use in mainland China.

- Frank-Jan Musters, Eindhoven University of Technology, Department of Technology Management, Subdepartment of Human Performance Management, Eindhoven, The Netherlands. Masters thesis project (in progress). Use of the Dutch version of the LTSI in the evaluation of a safety training program in Fujifilm in Tilburg, the Netherlands.

- Ashutosh Malik, Director, Astrum Sercon Co., Naraina Vihar, New Delhi, India. Training effectiveness research using the LTSI.

- Amelia Maness- Gilliland, Capella University. Dissertation research (in progress).

- Dominique Martell, l'Université de Sherbrooke, Québec, Canada. Dissertation research (in progress).

- Marilyn Martin, Research and Development Manager, Grainger Learning Center. Use of the LTSI in the evaluation of various company training programs.

- Cynthia McGuire, Director of Performance Improvement for St. Clare's Hospital, Troy, NY. Evaluation of learning transfer from a stroke training program.

- Claire McMahon, Queen's University, Belfast, Northern Ireland. Thesis research (in progress).

- Weston McMillan, St.Francis Xavier University, Nova Scotia. MS thesis research (in progress).

- Beverly Mihalko, Wayne State University. Dissertation research: *The Influence of Transfer System Factors and Training Elapsed Time on Transfer in a Health Care Organization.*

- Reza Momenkhani, Industrial Management Institute, Tehran, Iran. Translation and construct validation of the LTIS into Farsi. Use of the LTSI in the evaluation of management training programs in Iran.

- Dr. Kathy Monks, Centre for Research in Management Learning and Development, Dublin City University Business School. Use of the LTSI in a research project evaluating the impact of management development training on individual and organizational performance.

- Mark J. Myers, Director, Northwestern Connecticut Community College. Dissertation research/University of Connecticut: *Transfer of Learning and Performance from Training Programs to the Workplace Across Departmental Climates in a University Health Organizational Setting.*

- Lee Leng Noey, Assistant Director (Education/Training), Tan Tock Seng Hospital, Singapore. Leicester University, Singapore. Thesis research (in progress).

- Lorna Jane O'Doherty, University College, Dublin, Ireland. Thesis research: *The influence of organizational learning transfer system on the transfer of learning from training to the post-training environment: A quantitative analysis of companies in Ireland.*

- O'Neill, Katie, Georgia State University. Dissertation research: *The effect of masculine gender schema on the transfer of interpersonal communication skills training to the work place.*

- Ji-Hye Park, University of Illinois, Champaign-Urbana, IL. Dissertation research: *The relationship between computer attitudes, usability, and transfer of training in e-learning settings*.

- Pannipa Phurungruang, University of Northern Philippines. Dissertation research (in progress).

- Renee Porter, St. Louis University (St. Louis, MO). Dissertation research: *Internet-based distance educators address major distance education barriers in large postsecondary institutions.*

- Jimmy Powell, Virginia Tech University. Dissertation research (in progress).

- Suwat Pronjit, Bayer Thai Co. Ltd, Bangkok, Thailand. Organizational training evaluation using the LTSI.

- Dr. Alan Saks & Phil Hunt, University of Toronto/Calgary, study of learning transfer from nurse training programs in hospitals in Montreal, Canada.

- John Shantz, Alliant University, Fresno, California. Dissertation research: *Use of knowledge management as a learning transfer platform.*

- Zainon Mat Sharif, University of Putra Malaysia, Dissertation research (in progress).

- Harvindar Singh, HR Manager, Lotus Engineering, Technology Park, Kuala Lumpur Malaysia. Use of the LTSI in the evaluation of an automotive training program.

- Scott Smout, Griffin University, Australia. Dissertation research: *Intention to transfer trained knowledge and skills: The role of perceived support and perceptions of the training environment.*

- Stephen C. Steiner, Manager, Employee Development & Human Resources. Use of the LTSI to examine transfer from training at Air Liquide America L.P.

- Anna Stiller, Academic Center for Community Mental Health, Department of Psychiatry, University of Melbourne, Victoria, Australia. Use of the LTSI in the evaluation of a counselor training program.

- Patrick Taggart & Gail Sheppard, GPSVision Ltd, Leamington Spa, United Kingdom. Use of the LTSI in the evaluation of various employee training programs.

- Jim Thompson, Edith Cowan University, Australia. MS/Training and Development thesis (in progress).

- Terge Tonsberg, Internal Consultant, Kuwait Petroleum Corporation (KPC), Safat, Kuwait. Transfer system research in KPC using the Arabic-version of the LTSI.

- Miriam van der Horst, Henley Management College, UK. Use of the English version of the LTSI to study learning transfer in the Vietnamese tourism industry.

- Antoni van Dijk, Triam Kennismanagement, Amsterdam, Netherlands. Research to improve training effectiveness and learning transfer in a business and web-solutions organization operating in the Netherlands.

- Matarrita Villalobos, learning transfer in a telecommunications company in Puerto Rico using the Spanish-version of the LTSI.

- Jalilah Wahidin, University of Putra in Serdang, Selangor, Malaysia. Dissertation research (in progress).

- Teresa Weldy, Department of Management, Mitchell College of Business, University of South Alabama. Dissertation research: *An assessment of the relationship between the learning organization construct and the transfer of training construct.*

- Dr. John Woods, Director for Adult and Continuing Education, School of Education Edith Cowan University, learning transfer research.

- Siriporn Yamnill, University of Minnesota. Dissertation research: *Factors affecting transfer of training in Thailand*.

- Al Zwilling, CYFAR Project Coordinator, University of Illinois Extension, Northwest Regional Office. Dissertation research (in progress).

4 **Holton, E. F. III**, Bates, R. A., & Naquin, S. S. (1998). Louisiana Managerial/ Supervisory Survey.

3 Gephart, M., **Holton, E. F. III**, Marsick, V., & Redding, J. (1996). Learning Organization Questionnaire.

2 Twitchell, S., **Holton, E. F. III**, & Phillips, J. J. (1994). Training Evaluation Practices Survey.

1 **Holton, E. F. III** (1991). Organizational Entry Questionnaire.

5 Awards, Prizes, and Lectureships

2022 Academy of Human Resource Development Hall of Fame. The HRD Scholar Hall of Fame Award is presented to scholars in human resource development and related disciplines who have made enduring contributions to the Academy's mission of Leading Human Resource Development through Research. It is the highest honor that a scholar in HRD can receive.

2011 Recognized for 2nd, 7th and 12th most highly cited articles in Academy of HRD journals. Jeung, Yoon, Park & Jo (2011), Human Resource Development Quarterly

2010 Richard A. Swanson Research Excellence Award from the Academy of Human Resource Development for the most outstanding article published in Human Resource Development Quarterly during 2009. (Development of a Generalized Instrument to Measure Andragogy. Human Resource Development Quarterly)

2009 Recognized for the most frequently cited article within the Academy of Human Resource Development, as well as the 6th and 9th most frequently cited article. Jo, Jeung, Park & Yoon (2009) Human Resource Development Quarterly.

Elected to the International Adult and Continuing Education Hall of Fame 2004 The Hall of Fame recognizes individuals who have made significant and lasting scholarly contributions to the field of adult and continuing education and human resource development. It recognizes "innovative leaders that have believed passionately in the evolutionary power of education. All are themselves exemplary lifelong learners and have left lasting impressions on the students, institutions, and organizations they have served." Nominees must have enhanced the visibility and/or stature of the field of field and processes of adult education and had significant impact beyond his or her own country.

2002 Academy of Human Resource Development Outstanding HRD Scholar Awarded to an outstanding human resource development scholar that has demonstrated a continuing record of scholarly productivity and influence in the profession as evidenced by continuing and substantial contributions to the research in HRD and substantial contributions to the advancement of research in the HRD profession.

2001 Richard A. Swanson Research Excellence Award from the Academy of Human Resource Development for the most outstanding article published in Human Resource Development Quarterly during 2000. (Development of a Generalized Learning Transfer System Inventory. Human Resource Development Quarterly, 11, 333-360.)

Cutting Edge Award for Top Ten Paper at the Academy of Human Resource Development 2001 Annual Meeting for Naquin, S. S. & Holton, E. F. III. Motivation to improve work through learning in human resource development and Holton, E. F. III, Chen, Hsin-Chih, & Naquin, S. S. (2001). Comparison of learning transfer system characteristics across organization and training types.

Citation of Excellence, ANBAR Management Intelligence for Holton, E. F. III (1999). An integrated model of performance domains: Bounding the theory and practice. Performance Improvement Quarterly, (3), 95-118. ANBAR Management Intelligence is one of the leading international guides to management journal literature. Fewer than 10% of the articles reviewed from 400+ journals received the Citation of Excellence through a peer review process.

Citation of Excellence, ANBAR Management Intelligence for Swanson, Richard A., & Holton, E. F. III (1998). Process-Referenced Expertise: Developing and Maintaining Core Expertise in the Midst of Change. National Productivity Review, 17(2), 29-38. See above item for award description.

Citation of Excellence, ANBAR Management Intelligence for Holton, E. F. III, Bates, R. A., Seyler, D. L., & Carvalho, M. B. (1997). Towards Construct Validation of a Transfer Climate Instrument, Human Resource Development Quarterly, 8, 95-114. See above item for award description.

Citation of Excellence, ANBAR Management Intelligence for Holton, E. F. III, & Russell C. J. (1997). The Relationship of Anticipation to Newcomer Socialization Processes and Outcomes: A Pilot Study. Journal of Occupational and Organizational Psychology, 70, 163-73. See above item for award description.

Cutting Edge Award for Top Ten Paper at the Academy of Human Resource Development 1997 Annual Meeting for Holton, E. F. III. & Russell, C. J. Enhancing new employee development: A longitudinal examination of socialization processes and turnover.

Citation of Excellence, ANBAR Management Intelligence for Holton, E. F. III (1996). New employee development: A review and reconceptualization. Human Resource Development Quarterly, 7, 233-252. See above item for award description.

Citation of Excellence, ANBAR Management Intelligence for Holton, E. F. III (1996). The flawed four-level evaluation model. Human Resource Development Quarterly, 7, 5-21**.** Selected as feature article for winter 1996 issue. See above item for award description.

Nominated for University Council of Vocational Education Visiting Scholar Award (Fall, 1995).

Beta Gamma Sigma - accepted for membership in honorary society for colleges of business (1979).

Phi Kappa Phi - accepted for membership in national social sciences honorary society, (1980)**.**

6 Research Grants and Funding (grand total funded = $3,240,581)

Non- Principal Investigator Roles

National Institute of Mental Health grant for Suicide Prevention for Attorneys/court Personnel Transfer of training consultant. Proposal approved.

FEMA-Substance Abuse and Mental Health Services Administration (SAMHSA) Disaster Mental Health Grant – approximately $75 million over 2 years Selected as evaluation director for Louisiana Spirit, the organization formed in 2005 to provide crisis counseling services to hurricanes Katrina and Rita victims.

National Institute of Mental Health Mentored Patient-Oriented Research Career Development Award (K23), "Building Knowledge and Skills in Prevention Implementers" Dr. Wendi Cross, University of Rochester Medical Center, Dept. of Psychiatry, Principal Investigator, Selected as expert consultant in the area of learning transfer and diffusion of innovation. Proposal approved.

Substance Abuse and Mental Health Services Administration (SAMHSA) State Incentive Grant for

Treatment of Persons with Co-occurring Substance Related and Mental Disorders (COSIG) - $3.5 million for 5 years Serving as external evaluator for grant awarded to the Louisiana Office of Mental Health in 2004.

Substance Abuse and Mental Health Services Administration (SAMHSA) State Infrastructure Grant – Louisiana Youth Enhanced Services - $9 million for 6 years Served as organization development consultant for grant awarded to the Louisiana Office of Mental Health in 2003 to build an integrated system of care for children and adolescents in the greater New Orleans area.

Office of HRD Research (total funded = $2,277,035) Founded and served as Executive Director of the Office of HRD Research to coordinate and conduct funded outreach and research projects in human resource development. Developd the strategic plan and agenda for the OHRDR, building on both theoretical and practical foundations in the field of HRD. The OHRDR was a self-supporting unit within the School with a mission of conducting applied HRD research to the University, State agencies and private entities. The Public Management Program, which provides leadership, managerial and supervisory instruction to State agencies, was included among the programs administered by the OHRDR.

Proposals Funded in the Office of HRD Research

27 **Holton, E. F. III** & Naquin, S. S. Principal Investigators. Louisiana Office of Mental Health: Training and Organization Development Support for the Find Family National Call Center. $33,600. September 2005 – February 2006.

26 Naquin, Sharon S. & **Holton, E. F. III** Principal Investigators. Louisiana Department of Transportation and Development: Engineering Technician Supervisory Training Program. $100,000. March 2003 – December 2003.

25 Naquin, Sharon S., Brooks, Yvette., Burnett, Mike., and **Holton, E. F. III**. (2003). Cost-reimbursable as salary savings to School of Human Resource Education. Provost's Project for Competency Model for LSU Deans and Department Chairs. $5,000.

24 Grouchy, D., Naquin, Sharon S., & **Holton, E. F. III,** principal investigators **-** LA Department of Transportation and Development Training Improvement Project. $40,000, July 1, 2002 – June 30, 2003.

23 Naquin, Sharon S. & **Holton, E. F. III**, principal investigators. Louisiana Comprehensive Public Training Program. $657,340, July 1, 2002 – June 30, 2003.

22 Naquin, Sharon S., & **Holton, E. F. III,** principal investigators – Louisiana State Department of Transportation Training Certification Program. (project offered in conjunction with Continuing Education). $40,000 August – September, 2001. Grant received/administered through Office of HRD Research and LSU Department of Continuing Education.

21 Naquin, Sharon S. & **Holton, E. F. III**, principal investigators – Louisiana State Department of Transportation. $5,500, August, 2001 – February, 2002.

20 **Holton, E. F. III** & Naquin, Sharon S., principal investigators. Theory and Application of the Balanced Scorecard for Louisiana Workers Compensation Corporation. $7,300, July – Aug. 2001.

18 Naquin, Sharon S. & **Holton, E. F. III**, principal investigators. Louisiana Comprehensive Public Training Program. $565,000, July 1, 2001 – June 30, 2002.

19 **Holton, E. F. III**, principal investigator. Administrative Services for the Academy of Human Resource Development. $20,000, July 1, 2000 – June 30, 2001.

18 **Holton, E. F. III** & Naquin, Sharon S., principal investigators. Louisiana Comprehensive Public Training Program. $680,000, July 1, 2000 – June 30, 2001.

17 **Holton, E. F. III**, principal investigator, Naquin, Sharon, Project Co-director, Support for the Comprehensive Public Training Program. $15,000.00, September 27, 1999 – June 30, 2000.

16 **Holton, E. F. III**, principal investigator, Naquin, Sharon, Project Co-director, Public Management Program Curriculum Revision, $30,000, August 20, 1999 - June 30, 2000. Note: sub-contract from the College of Business to provide services for their larger ongoing contract from the Louisiana Division of Administration.

15 **Holton, E. F. III**, principal investigator, Naquin, Sharon, Project Co-director, Louisiana Trainer Certification Program, $136,895, July 1-1999 - June 30, 2000

Proposals Submitted and Funding Not Provided

Holton, E. F. III & Naquin, Sharon S. (1999-2000) Albemarle Leadership Development Partnership. Proposal to Albemarle Corp. for 3-year $449,795 contract.

Before forming the Office of HRD Research (total funded = $871,705)

14 **Holton, E. F. III**, principal investigator, Naquin, Sharon, Project Co-director, Support for the Comprehensive Public Training Program, $50,000.00, July 1, 1998 – June 30, 1999.

13 **Holton, E. F. III**, principal investigator, Naquin, Sharon, Project Co-director, Process Improvement for Medicaid Long-term Care Application Processing, $35,584.00, July 1, 1998 – February 28, 1999.

12 **Holton, E. F. III**, principal investigator, Bates, Reid A., Project Co-director, Needs Assessment Consulting Services for Louisiana State Government-Phase III, $200,000, July 1, 1998 - June 30, 1999.

11 **Holton, E. F. III**, principal investigator, Naquin, Sharon, Project Co-director, Development of a Competency Based Training Curriculum for State Trainers, $4,999, May 15 – June 30 1998.

10 Scott, Loren, Hill, Carter, Hartline, Michael, & **Holton, E. F. III**, principal investigators, Planning Study for Baton Rouge Community College, $117,615, November 1, 1997 - August 30, 1998.

9 **Holton, E. F. III**, principal investigator, & Bates, Reid A., Project Co-director, Needs Assessment Consulting Services for Louisiana State Government-Phase II, $212,000, August 1, 1997 - June 30, 1998.

8 **Holton, E. F. III**, principal investigator, & Bates, Reid A., Project Co-director, Needs Assessment Consulting Services for Louisiana State Government, $50,000, January 29, 1997 - June 30, 1997.

7 **Holton, E. F. III**, principal investigator, Bates, Reid A., Project Co-director, Development of a Strategic Agenda For Workforce Development in East Baton Rouge Parish, $24,400, January 10, 1997 - July 30, 1997.

6 **Holton, E. F. III**, principal investigator, Administrative Services for the Academy of Human Resource Development, 4 year contract, $20,000+/yr, beginning January 1997, total funding $80,000.

5 **Holton, E. F. III**, principal investigator, Assessment and Planning for Performance Improvement Through Learning at Ciba-Geigy Corporation, $10,000, November 15, 1996-Novemeber 15, 1997.

4 **Holton, E. F. III,** principal investigator, Assessment and Strategic Planning for Learning Organization Implementation at Entergy Riverbend Nuclear Power Plant, $33,207 contract from Entergy Corp., 8/96-5/97.

3 **Holton, E. F. III,** principal investigator, Evaluation of a Computer-based Training System for OSHA Safety and Plant Operator Training, $49,900 contract from Ciba-Geigy Corp., August 1994 - 96. (Received two contract extensions from original one year contract based on performance.)

1 **Holton, E. F. III,** LSU summer research stipend, An examination of the causal relationships within the four level evaluation model, $4,000, Summer 1994.

C) UNIVERSITY SERVICE

1 Student Organizations Advised

Faculty advisor, American Society of Training and Development student chapter (1994-95, 2005 - present)
LSU Union Governing Board, appointed by Chancellor as faculty representative, (1996 - 1998)

2 Recruitment of Students and Faculty

Faculty:

Assistant Professor of HRD, Chair, 2002 - 2004
Assistant Professor of HRD, Chair, 2000
Dean of the College of Agriculture Search Committee, 1997
Assistant Professor in HRD/Adult Education Search Committee, Chair, 1996-97
School of Human Resource Education and Workforce Development Director Search Committee, 1992 - 93
Assistant Professor (Adult Education) Search Committee, 1993

Students
Graduate Admissions Committee, 1995 - present

3 University Committees:

LSU System committees:

Human Resource Advisory Committee (2006 – 2008)

University committees:
University Graduate Council (2004 – 2009)
Chair (2008)
Provost's Advisory Council on Promotion and Tenure (2004, 2005 & 2006)
Graduate Faculty Review Committee (2004, 2005, 2006, 2007, 2008, 2009)
Transfer Policy Committee (2007 – 2008)
PS-69 Research Misconduct Inquiry Committee (2006)
Department of Management Program Review Panel member, 2000-2001
Graduate School Dean's Representative (5 committees)
Interdisciplinary Committee on Organizational Studies (ICOS), a network of researchers at LSU interested in organizational research.
Chair, 2000 - 2001
Webmaster, 1999 - 2000
Code of Student Conduct Panel, 1994 – 2000
Istrouma Area Boy Scout Council Long Range Planning Committee, Office Services Task Force 1992 (appointed by Chancellor to assist Boy Scouts with planning process)

College committees:
Residential College Design Committee (2006 – 2007)
Graduate Council, College of Agriculture, (2003 – 2008)
Promotion and Tenure Committee, College of Agriculture (2001 – 2004)
Faculty Policy Committee, College of Agriculture,
Chair, 1995 - 96 (elected by committee)
Member, 1993 - 96 (elected by School faculty)
Masters in Agriculture Ad-hoc Planning Committee, 1995 (appointed by Dean to develop preliminary plans for new graduate program)
Strategic Planning Writing Task Force, 1994 (appointed by Dean to integrate department strategic plans into a college strategic plan)
Joint Agriculture-Mass Communications Curriculum Development Committee, 1994

School committees:
Graduate Admissions Committee, Chair (2007 – present)
Training and Development Curriculum Revision Task Force, 1999-2004, Chair
Strategic Planning Chair, 1998 - present
Public Relations Committee, 1993 - 95
Professional Development Committee, 1993 - 95
United Way Coordinator, 1992 - present
Training and Development Task Force, 1992 - 93, Chair (appointed to design new concentrations in training and development)
Adult and Distance Learning Committee, 1992 - 93, Chair
Curriculum Committee, 1992 - 93
Undergraduate Program Committee, 1992 - 93

Virginia Tech (1983-1991):

Computer Committee, Northern Va. Grad. Center, 1988 - 91, Chair, 1990 - 91
MBA Advisory Committee, College of Business, 1988 - 91 (ex-officio)
Student Assessment Advisory Committee, 1990 - 91
Executive Director, MBA Alumni Association, 1985 - 89
Computer Committee, College of Business, 1985 - 88 (ex-officio)
Faculty Counselor, University Honor System, 1987 - 88
Faculty Advisor, MBA Association (student group), 1983 - 88
United Way Coordinator, College of Business, 1986 - 88

4 Professional and Public Service

a) Service to Professional Organizations

Leadership Positions and Contributions

Academy of Human Resource Development (charter member)
Chair, Outstanding HRD Scholar Selection Committee, 2005
Ex-Officio Board Member, 2002 - 2006
President, AHRD Foundation, 2000 - 2001
Immediate Past President and Board Member, 2000 -2002
President, 1998 – 2000
President-elect, 1996 - 98
Conference chair, 1997 - 98
Board Member, 1995 - 96
Director, Global 100 Corporate Membership Program, 1995 - 97
Chair, WWW Home Page Task Force, 1995 - 96
Chair, Awards Committee, 1995 - 96

Chair, Committee on Junior Faculty Concerns, 1994 - 95
Conference Proceedings Editor, 1995, 1996
Session facilitator, 1995 annual conference
Conference Planning Committee, 1995
Chair, Newsletter Planning Task Force, 1993

American Society for Training and Development, National level
Publishing Review Committee, 1995 - 98; selected for this committee that serves as the editorial board for ASTD's entire publishing program
Outstanding Dissertation Award selection committee, 1996 - 97
Richard A. Swanson Research Award selection committee, 1995 - 96
Professor's Network
President-elect, 1994 (now disbanded due to ASTD reorganization)
Board of Directors, 1993 - 1994
1994 Annual Meeting Planning Committee

American Vocational Education Research Association
Conference Proposal Reviewer, 1997

International Society for Performance Improvement
Research Committee, 1996 – 2001

American Society for Training and Development, Baton Rouge Chapter
President, 1994 - 95
President-elect, 1993

b) Service to State of Louisiana

Member, Curriculum Committee of the Comprehensive Public Training Program (CPTP) Policy Board. Responsible for overseeing design and development of all curriculum for certificates offered by CPTP, (2000 – 2001).

c) Editorial Contributions to Research Journals

Editor Roles
- Founding Editor, Human Resource Development Review (2002 – 2005), the scholarly journal for theory, theory building, and reviews in Human Resource Development. Sponsored by the Academy of Human Resource Development. Initiated concept for the journal, negotiated contract with publisher, secured sponsorship, and launched the journal.

Board Roles
- Editorial Board, Research in Management Education and Development (2007)
- Editorial Board, Human Resource Development Quarterly, 1997 - 2001
- Board of Directors, Human Resource Development International, 1997 - 2001
- Editorial Board, Advances in Developing Human Resources, 1998 - 2002

Reviewer Roles

- National Science Foundation, reviewer
    - Innovation and Organizational Change Directorate
        - The Locus of Change Effects in Organizations: The Case of Small Schools (2004)
        - Climate for Service and Community Reactions to the Police Department: Mapping the Linkages (2004)
        - Impact of the Adoption of Global Environmental Management Systems (2004)
    - Education and Human Resource Directorate, Division of Research, Evaluation and

Communication

- Invited as member of review panel for the Evaluative and Research and Evaluation Capacity Building Program, reviewed 8-10 proposals (2004)

- Reviewer, Human Resource Development Quarterly, 1993 – 2012 (10 reviews completed)
- Contributing Editor, Performance Improvement Quarterly, 1996 – 2012 (11 reviews completed)
- Reviewer, Human Resource Development International, 1996 – 2012 (6)
  - The development of a perceptual model of system factors in the workplace (2001)
  - Technical improvements vs. organizational sub-cultures (2000)
  - Employee development and organizational performance: A review of literature (2000)
  - Feedback seeking in the university Human Resource Development Education (1999)
  - Understanding the management of mandatory change (1999)
  - Commonly held theories of Human Resource Development (1997)
- Reviewer, International Journal of Training and Development, 1995 – 2012 (2 reviews completed)
- Reviewer, Organizational Research Methods, 2003 – 2012 (1 review completed)
- Reviewer, Human Relations, 2000 – 2012 (1 review completed)
- Reviewer, Personnel Psychology, 1999 (1 review completed)
- International Journal of Manpower, 2001 (1 review completed)

d) Training workshops & conferences conducted (selected programs)

17 **Holton, E. F. III**, & Naquin, Sharon S. (2000). Design and Development of the New Louisiana Management Dev2elopment Program. Baton Rouge Society of Certified Public Managers.

16 **Holton, E. F. III**, & Naquin, Sharon S. (2000). Design and Development of the New Louisiana Management Development Program. Louisiana Society of Certified Public Managers Annual Conference.

16 **Holton, E. F. III**, & Naquin, Sharon S. (2000). Training design conference. Designed and conducted for the Louisiana Comprehensive Public Training Program.

15 Bates, R. A., & **Holton, E. F. III**. (1999). Diagnosing and Enhancing Learning Transfer in Organizations. American Society for Training and Development Regional Train The Trainer Conference, New Orleans, LA.

14 **Holton, E. F. III** (1998, November). Using 360 Degree Feedback for Management Development. Louisiana Certified Public Manager's Association Annual Meeting.

13 **Holton, E. F. III**, & Bates, Reid A. (1997, October) The Transfer of Learning Climate. American Society for Training and Development, Baton Rouge Chapter, Fall Conference.

12 **Holton, E. F. III**, Bates, Reid A., Burns, Nancy, & Wilson, Jennifer. (1997, October) Performance-Based Needs Analysis. American Society for Training and Development, Baton Rouge Chapter, Fall Conference.

11 **Holton, E. F. III** (1997, April). Transfer of Learning: Principles and Practices. University of Minnesota Human Resource Development Organization 1997 Professional Development Conference, keynote address, St. Paul, MN.

10 **Holton, E. F. III** (1996, October). Analyzing Performance: Finding the Root Cause of Performance Problems. Louisiana Cooperative Extension Service Administrative Staff Conference, Baton Rouge, LA.

9 **Holton, E. F. III** (1995, December). Conducting Training Evaluation. Our Lady of the Lake Regional Medical Center In-service Training Program, Baton Rouge, LA.

8 **Holton, E. F. III** (1995, November). Constructing Tests for Training. Ciba-Geigy Corporation, Baton Rouge, LA.

7 **Holton, E. F. III** (1995, July). Working effectively with different personality types. Dairy Herd Industry Association, Baton Rouge, LA.

6 **Holton, E. F. III** (1995, February). Helping new employees succeed. Oschner Clinic In-service Workshop, Baton Rouge, LA.

5 **Holton, E. F. III** (1994, December). Evaluating Training Programs. University of Southwestern Louisiana Training Certification Program, Lafayette, LA.

4 **Holton, E. F. III** (1994, November). The Future of HRD. Dow Chemical Corp. HRD In-service Workshop, Plaquemine, LA.

3 **Holton, E. F. III** (1994, January). Leading different personality types. Louisiana Cooperative Extension Service Agricultural Leadership Program, Baton Rouge, LA.

2 **Holton, E. F. III** (1993, December). Working effectively with different personality types. Louisiana Cooperative Extension Service 1993 Annual Conference, Baton Rouge, LA.

1 **Holton, E. F. III** (1993, September). Motivating different personality types. Louisiana Cooperative Extension Service 1993 Administrative Staff Conference, Camp Grant Walker, Alexandria, LA.

e) Consultation to Organizations

- *Medical Management Options*, Baton Rouge, LA – Strategic Planning
- *East Baton Rouge City-Parish,* Baton Rouge, LA – Human Resource Department Best Practices
- *Formosa Plastics Corp*., Baton Rouge, LA – Training systems audit
- *Ford Motor Company*, Detroit, MI - Results assessment training and consulting
- *Louisiana Department of Health and Hospitals* – Change leadership, Process analysis and improvement, performance improvement studies for Medicaid, Office of Mental Health, Office of Addictive Disorders, Office for Citizens with Developmental Disabilities and the Bureau of Community Supports and Services.
- *CIGNA Group Insurance*, Philadelphia, PA - Results assessment training and consulting
- *Louisiana Department of Revenue* - HRD department policy and planning
- *Louisiana Worker's Compensation Corporation* - Balanced scorecard/strategy development, Interpersonal communications, team building,
- *Enterprise Rent-a-Car,* St. Louis, MO - New employee development
- *J. P. Morgan, Inc.,* New York, NY - New employee development
- *East Baton Rouge City-Parish Training Dept*. - Train-the-trainer programs, evaluation of total quality management training, HRD strategic planning
- *Entergy Corp, Riverbend Nuclear Plant*, St. Francisville, LA - Change management training
- *Ciba-Geigy Corporation,* St. Gabriel, LA - evaluation of computer-based training system
- *East Baton Rouge City Police Dept*. - New police officer selection and training
- *Multiple Sclerosis Society, Operation Job Match*, Washington, DC - New employee transition skills training for clients with disabilities and employers
- *United States Department of Energy,* Washington, DC - HRD Policy, skills training
- *United States General Services Administration,* Washington, DC - new employee orientation
- *Honeywell Federal Systems*, Washington, DC – marketing and sales training
- *MCI Corporation*, Washington DC – technical skills training

f) Expert Consultations to Media

Radio & Television Appearances

7 "Adult Learning," interviewed for Enfoque , Núcleo Radio Mil, Mexico City, Mexico, March 7, 2002.

6 "Adult Learning," interviewed for Excelencia Personal (Personal Excellence), Radio Centro, Mexico City, Mexico, March 6, 2002.

5 "Adult Learning," interviewed by Rosa Argentina for Descubre tu Mente (Discovering yourself), Radio Centro, Mexico City, Mexico, March 6, 2002.

4 "Making a successful transition to work" interviewed for Daybreak, WAFB television, Baton Rouge, LA, May 1995.

3 Managing Career Transitions," interviewed on Of Public Concern, KMYX, Bakersfield, CA, January 19, 1992.

2 "Successful New Employee Development," interviewed on Basically Business, WQMS, Washington, DC, January 12, 1992.

1 "The New Professional," interviewed on Of Public Concern, KMYX, Bakersfield, CA, January 27, 1991.

Newspaper, Magazine and Newsletter Interviews

19 Newspaper article quoted in "New Job Can Depend on Boss Approval." (Sept, 2004)Appeared in 10 newspapers nationwide including New York Newsday, Chicago Tribune, Miami Herald, Charlotte Observer, Los Angeles Times, Hartford Courant, Philadelphia Daily News, Greenwich Times, Stamford, CT Advocate, Columbus Ledger-Enquirer.

18 Newspaper article quoted in "Getting to Know the Boss." (Sept, 2004)Appeared in 17 newspapers nationwide including New York Newsday, St. Paul Pioneer Press, Fort-Worth Star-Telegram, Chicago Tribune, Miami Herald, Charlotte Observer, Los Angeles Times, Hartford Courant, Philadelphia Daily News, Greenwich Times, Ft. Lauderdale Sun-Sentinel

17 Newspaper article quoted in "New Job Gives Employess a Fresh Start." (July, 2003) Appeared in 24 newspapers nationwide including the Los Angeles Times, Chicago Tribue, Philadephia Inquirer, Miami Herald, Charlotte, NC Observer, Hartford, CT Courant, New York Newsday, and the Tallahassee Democrat.

16 Newspaper interview on human capital development and adult learning, March 2003, La Nacion, the national newspaper of Costa Rica.

15 Magazine interview on adult learning in HRD, October 2002, Recapacita the magazine of AMECAP, the largest professional training organization in Mexico.

14 Newspaper interview on adult learning October 2002, El Universal, one of the largest newspapers in Mexico City, Mexico.

13 Magazine interview on adult learning and human resource development, March 2002, Gestion de Negocios (Business Management), Mexico, with photographs.

12 Magazine interview on adult learning and human resource development, March 2002, El Inversionista (The Investment), Mexico, with photographs

11 Magazine interview on adult learning and human resource development, March 2002, Expansion (Expansion), Mexico.

10 Magazine interview on adult learning and human resource development, March 2002, Haz Negocio (Doing Business), Mexico, selected as cover story with photo.

9 "Making the transition from college to work cultures," (2001) HR Briefing, Aspen Publications.

8 "How to succeed in your new job: Tips for new college graduates," (2001) interviewed for article in MWorld, an e-zine from American Management Association.

7 "So you're new again: How to succeed when you change jobs," (2001) interviewed for article in MWorld, an e-zine from American Management Association.

6 Interviewed on the transition from college to work for special supplement of the LSU Reville, May 2001.

5 "How new employees can successfully adapt to their jobs," Supervisor's Guide to Quality and Excellence, Clement Communications, Inc., June 25, 2001

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