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**LEADERSHIP AND ADMINISTRATIVE EXPERIENCE**

## NICHOLS COLLEGE – Dudley, MA

## *Assoc. Dean Graduate Business and Professional Studies & Assoc. Professor of HR Management 2021-Present*

***Academic Duties***

* Provide leadership, direction, and oversight of all graduate business programs
* Research opportunities for strategic growth in existing and new graduate business programs
* Serve as the primary contact with the Graduate & Professional Studies Advisory Council (GPSAC)
* Work closely with Graduate Program Chairs and Business School Dean on graduate academic scheduling
* Participate in / coordinate assessment of all graduate programs
* Coordinate hiring and periodic review of part-time faculty and generally promote proficiency to faculty and staff
* Mediate/facilitate academic petitions, grade appeals and complaints, and Academic Honesty Violations in the grad school
* Represent Academic Affairs at College activities and events, such as admissions, orientation, accreditation visits, and in the community
* Serve on several of the following committees Academic Policy, Assessment, Admission Advisory, Curriculum, Dean’s Council, and SPAAN
* Support and contribute to accreditation, policy development, curriculum development, and compliance efforts as required

## Teach 12 credits of graduate and undergraduate courses in areas of human resources, management, and leadership

## Maintain an active research agenda (see below)

***Recruitment, Enrollment & Student Success***

* Provide leadership and direction to the Assistant Dean of Enrollment and Student Success and the Director of Business Development and Recruiting to develop and execute strategic plans to grow enrollment for all graduate programs
* Monitor key recruiting and enrollment performance metrics and enrollment data to identify and respond to trends
* Analyze and report enrollment results to the BoT and other internal stakeholders as needed
* Attend College and external events to promote visibility, generate interest, and build broad awareness of the Graduate School

***Administrative Duties***

* Manage a $1M budget
* Coordinate with the Associate Dean of the Graduate School of Liberal arts to ensure enrollment and student success support for liberal arts graduate programs, including budget.
* Develop, oversee, and evaluate the effectiveness of existing and proposed systems, policies, and procedures relating to the internal administration of the Graduate School.

## Participate in shared governance at the department and college-wide levels

## *Assoc. Professor of Human Resource Management, Chair of HRM Concentration & Director MSOL Program* *2019-2021*

## Oversee new course design and enhancement of the MSOL curriculum

## Ensure quality of MSOL course delivery and adherence to college and program objectives

## Collect, analyze, and communicate assessment data

## Recruit, interview, evaluate and recommend faculty for appointment or reappointment

## Participate in shared governance at the department and college-wide levels

## Partner with enrollment, admissions, and student success staff to support program enrollment and retention goals

## Teach graduate and undergraduate courses in areas of human resources and management

## Maintain an active research agenda (see below)

## ASSUMPTION COLLEGE – Worcester, MA

***Assistant Professor of Management & Director MBA Program 2017-2019***

* Provide overall strategic and tactical direction for all MBA Programs, including Accelerated MBA – CPA Track, Accelerated MBA – Management Track, Part-time MBA, and Healthcare MBA.
* Partner with enrollment management, reviewing applications and making all MBA program admission decisions
* Complete program review and assessment
* Tracking and monitoring student progress, overseeing internship placement for Accelerated MBA Students, and developing and maintaining mentor relationships
* Develop and promote new programs
* Hire and supervise adjunct faculty and develop and publish course schedules
* Cultivate educational partnerships to maintain Assumption College’s MBA presence with the business community

## UNUM – Worcester, MA

***Assistant Vice President 2006 – 2012***

* Managed risk of over 1500 claims and $350 million in reserve capital and provided direction to a team of 25 employees
* Led several cross-site system enhancement projects related to inventory and workflow management that resulted in achieving or exceeding expectations for operational effectiveness, quality, and customer satisfaction metrics for 17 consecutive quarters

***Senior Leadership Project Manager 2005 – 2006***

* Oversaw the development, documentation, presentation, and implementation of senior leadership’s yearly strategic planning and budgeting process
* Developed a coordinated communication strategy for Worcester Benefit Operations which improved employee morale and allowed for increased organizational flexibility and ability to employ change rapidly
* Planned major reorganization including model design, communication, budget, realignment of 400 employees and 14,000 claimant files, as well as systems and reporting modifications

***Claim Supervisory Roles 1998 – 2005***

* Ensured high performance through monitoring performance; developing and executing mid-course correction plans; performing workflow management; scheduling, prioritizing, deploying of resources
* Developed an inventory management system, including conceptual design, technical development and testing, training, and change management. Resulting in industry-leading inventory management capabilities and setting the stage for the delivery of consistent and predictable results and quality
* Recognized as an expert in the areas of DBS development and disciplined validation of claim fundamentals and selected to lead peer group forum to encourage adoption of best practices in these areas

**TEACHING EXPERIENCE**

**ASSUMPTION COLLEGE – Worcester, MA**

***Visiting Assistant Professor of Management 2015—2017***

* Taught Introduction to Management and Organizational Behavior, International Communication, and Strategic Leadership courses
* Prepared and delivered engaging class lessons that encourage participation and develop students’ critical thinking, creative problem-solving, and reflective capacity
* Developed a new required course in organizational behavior for business core

## NORTHEASTERN UNIVERSITY – Boston, MA

***Adjunct Faculty, College of Professional Studies 2012-2016***

* Designed and delivered interactive online courses, including Organizational Communication, Advanced Organizational Communication, Computer-Mediated Communication, Organizational Communication Measurement and Assessment, and Intercultural Communication
* Developed the communication curriculum for the new Undergraduate Professional Communication Degree

## WENTWORTH INSTITUTE FOR TECHNOLOGY – Boston, MA

***Adjunct Faculty, Business Management and College of Continuing and Professional Education 2013-2015***

* Instructed students in business and technical correspondence, communication technologies, and oral communication skills
* Engaged students in discussions of interpersonal, intercultural, and group communication in business settings
* Led graduate students in advanced learning and application of leadership and operations management in construction and facility management fields

## BAY PATH COLLEGE – Longmeadow, MA

***Adjunct Faculty, School of Professional and Adult Studies 2013-2015***

* Taught Communication for Leadership and Intercultural Communication Courses
* Facilitated Strategies for Personal and Career Development and Leadership in Practice Courses
* Counseled students in defining career and life objectives

## FITCHBURG STATE University - Fitchburg, MA

***Adjunct Faculty, Communication Media Department 2010-2013***

* Lectured on theories of Human Communication

# EDUCATION

Ph.D., Human and Organizational Systems, Fielding Graduate University, Santa Barbara, CA

MS, Professional Communications, Clark University, Worcester, MA

BA, Foreign Affairs, Magna cum Laude, Assumption College, Worcester, MA

# CERTIFICATIONS

# Diversity, Equity, and Inclusion in the Workplace Certificate, University of Southern Florida, Tampa, FL

# ACADEMIC AWARDS AND HONORS

Faculty Development Grant, 2021

Faculty Development Grant, 2018

AC4 Graduate Student Fellowship, 2014

Worldwide Network for Gender Empowerment Research Fellow, 2013 Alpha Epsilon Lambda, 2010

Citation of Academic Excellence in Foreign Affairs, 1993

# PEER REVIEWED PUBLICATIONS

Frkal, R.A. and Criscione-Naylor, N. (2020). Opt-out stories: women’s decisions to leave corporate leadership. *Gender in Management*, 36(1), 1-17.

Lewis, M.S., & Frkal, R.A. (2019). Case exercises in an introduction to management course: A structured approach to increase student engagement. *The Case Journal*, 15(1).

Frkal, R. A. (2018). Integrating care and critical reflection in women’s leadership development programs. *Advancing Women in Leadership Journal, 38*(1), 35-49.

Frkal, R. A. (2017). Book Review: Tell me so I can hear you: A developmental approach to feedback for educators.

*Journal of Transformative Education, 15*(3), 266-268.

Frkal, R. A. (2016). *Creating dialogic conditions for transformative learning in an adult women's leadership program: A communication perspective.* (Ph.D. Dissertation), Fielding Graduate University. ProQuest database. (10164147).

# OTHER PUBLICATIONS

# Frkal, R.A. (2021). Impact of remote work on developing future organizational leaders. *Golden Bison Bulletin,* 2(1), 7*.*

# PRESENTATIONS & TRAINING

Frkal, R.A., Lewis, M.I, & Matraia, M. (2022). *How do we develop leaders if remote work is here to stay?* Panel Presentation at Eastern Academy of Management, Portland, ME.

Frkal, R.A. (2021). *Leading with Influence.* Training for SEIU Local 509 Commonwealth Human Service Workers and Educators Training and Professional Development Fund.

Frkal, R.A. (2021). *Supporting Women @ Work.* Training for SEIU Local 509 Commonwealth Human Service Workers and Educators Training and Professional Development Fund.

Frkal, R.A. (2021). *Level up your career with lifelong learning—training* for SEIU Local 509 Commonwealth Human Service Workers and Educators Training and Professional Development Fund.

Frkal, R.A. (2021). *Leadership for uncertain times.* Presentation for Corridor Nine Chamber of Commerce.

Frkal, R.A. & Lewis, M. (2021). *Leadership development in the age of COVID-19: Implications to the growth of project managers.* Paper presented at Eastern Academy of Management, Virtual Conference.

Beaupre, J.G., Frkal, R.A., Criscione-Naylor, N. & Castaneda, T. (2021). *Opportunities for women’s leadership development in a post-covid world.* Panel Presentation at Eastern Academy of Management, Virtual Conference.

Frkal, R.A. (2020). *Gender, authenticity, and the intention to lead.* Idea paper presented at Eastern Academy of Management, Virtual Conference.

Eriksen, M, Frkal, R.A., Olson, J.G. & Ostrowski, E.J. (2019) *Coaching as a catalyst for leadership development in academic & corporate education.* Panel Symposium at Academy of Management, Boston, MA.

Frkal, R.A. & Naylor, C. (2019) *Opt-out stories: A narrative analysis of women’s decisions to leave corporate leadership at mid-career.* Paper presented at the Academy of Management, Boston, MA.

Frkal, R.A. & Leonard, B. (2019). *Opting into Social Enterprise: Leadership Identities of Women in B-Corps.*

Developmental paper presented at Eastern Academy of Management, Wilmington, DE.

Frkal, R.A. (2018). *Opting Out: Stories of women who left corporate leadership in mid-career.* Developmental paper presented at Eastern Academy of Management, Providence, RI.

Frkal, R.A. (2018). *The disorienting effects of balancing work and family: Transforming women’s views of leadership.*

Developmental paper presented at Western Academy of Management, Salt Lake City, UT.

Frkal, R. A. (2017). *Dialogue in women's leadership development programs: Caring to be critical.* Paper presented at the Eastern Academy of Management, Baltimore, MD.

Frkal, R.A. (2016). *Creating dialogic conditions for transformative learning with adult women students: Taking a communication perspective*. Paper presented at the International Transformative Learning Conference, Tacoma, WA.

Lewis, M.S. & Frkal, R.A. (2016) *Overcoming challenges of teaching with cases in the basic undergraduate management course*. PDW presented at Eastern Academy of Management, New Haven, CT.

Frkal, R.A. (2013) *Changing discourse, changing worlds.* Paper presented at the National Communication Association Conference, Washington, DC.

Chetro-Szivos, J. & Frkal, R.A. (2011) *Building an international network to promote communication and leadership across cultures*. Paper presented at 14th Annual Cassola Conference, Providence, RI.

Frkal, R.A. (2007) *Inventory management in disability claim operations*. Paper presented at International Claim Association Annual Education Conference, New York, NY.

Frkal, R.A. (2000) *Communication during mergers and acquisitions*. Paper presented at American Communication Association Conference, Louisville, KY.

**CONSULTING**

# MAPFRE USA Project examining employee satisfaction in IT and Underwriting Divisions Sept. 2021-Feb 2022

# SERVICE

Chair Organizational Behavior Track, Eastern Academy of Management Conference Sept 2022 - Present

Co-Chair Poster Track, Eastern Academy of Management Conference Jan 2022-May 2022

Eastern Connecticut University MSOM Program Reviewer Mar 2021

Co-Chair Organizational Behavior Track, Eastern Academy of Management Conference Jan 2021-May 2021

Co-Chair Research Collaborative Fall 2020-Present

Peer Reviewer, The Case Journal Aug 2020-Present

Committee Member, Curriculum Committee Sept 2020-Present

Committee Member, Strategic Planning for Academic Affairs at Nichols Aug 2019-Present

Co-facilitator for college-wide strategic planning session Aug 2019

Committee Member, College Reorganization Initiative Dec 2017-Apr 2019

Conference Chair, 2018 CMM Institute Spring Learning Exchange Oct 2017- Apr 2018

Committee Member, Undergraduate Admission Spotlight Day Planning Committee Nov 2017- Feb 2018

Peer Reviewer, Journal of Management Education July & Dec 2017

Peer Reviewer, Eastern Academy of Management Conference 2017-2020

Peer Reviewer, Western Academy of Management Conference Nov 2017, Oct 2018

Co-Chair, Assumption College Innovation Team for Continuing and Adult Learners Sept 2016-Dec 2016 Board Member, CMM Institute for Personal and Social Evolution 2015-2018