

Patti Miles
Patti.Miles@maine.edu
Orono, Maine 04473

Associate Dean and Professor of Management, Maine Business School
University of Maine, Orono 04469
(C) (207) 951-5290 (O) (207) 581-1994

Education

Doctor of Philosophy, 2008, The University of Texas at Arlington

- Management Science

Master of Management Science, The Georgia Institute of Technology

- Management Technology

Bachelor of Science Weber University

- Psychology and Military Science



Associate Dean Major Accomplishments

- Gathered data, organized the data, and wrote the 2024 successful AACSB CIR report.
- Increased faculty retention and satisfaction through involvement, communication and care.
- Increased Retention across the college by 13%, through initiation of an Academic Recovery Course. Mean GPA increased from 0.90 to 2.3 across 187 students.
- Increased recruitment by 9, 11 and 13% over the last three years through the initiation of several new programs such as an opt-out Bridge Week, a Living Learning Community, and Business Maine Hello.
- Effectively scheduled courses 150 courses across three faculties (MBS, Graduate School of Business, University of Southern Maine, and the Muskie School).
- Work with faculty to implement new systems to help engage students, navigate changing tech and effectively utilize new learning management systems.
- Created an onboarding process and a faculty and staff handbook for Maine Business School.
- Show up for faculty, to help in classes, to fill in for them, to listen to their concerns, and to help them craft solutions to help students and themselves.
- Mentored several new staff – i.e. the new assistant dean. First, I encouraged her to apply for the job, and then now, I work with her to be sure she is thriving.
- Instituted faculty tracking software to capture the college's success.
- Create charts and graphs for the dean, the university and the BOT to display our growing enrollment, SCHs and graduate program.
- Identify and fix problems with technology, software, and building efficiencies.
- Think through the logistics and reach for innovative projects to get our students into the business community like Bear Treks, where we take our Undergraduates to business in Southern Maine.
- Created a syllabi, CV and Bio template to provide a starting place for faculty.
- Crafted and regularly updated a faculty go-to site with all information necessary for success.
- Work with faculty to figure out what committee they want to be on and then work hard to get them where they want to be, so they can be successful.
- Worked at the University Level to associate Satisfactory Academic Progress, Medical Withdrawals, and Academic Integrity concerns with the college to enable seamless knowledge at the college.
- Worked with an initiative to teach young professionals to be better leaders- lead workshops on leadership and delegation.

Intellectual Contributions: (As the Associate Dean my research has slowed down, but I continue to publish with two research groups).

Refereed Research Publications: 560 Citations, H-index: 10; i10-index: 11 [Google Scholar Link](#)

- 1) Dixon, D., Raver, C., Miles, P., Ledford, A., (2025). A Deep Dive into Perseverance: The Role of Self-Leadership in Progressing Through Long-Term Stressful Experiences in U.S. Navy SEAL Training. *Journal of Leadership and organizational studies.* DOI: <https://doi.org/10.1177/15480518251341400>
- 2) Angelis, J., Miles, G., & Miles, P. (2025) [Doing Good, or Doing Great?](#) An Investigation of the Effects of CSR on Firm Financial Performance and Employee Compensation. *Society and Business Review.* Vol. 20 No. 2, pp. 369-386. <https://doi.org/10.1108/SBR-07-2024-0202>
- 3) Jones, N., Beaulieu, T., & Miles, P. (2023) Challenges of Digital Transformation in Rural Businesses: An Exploratory Paper. *Journal of Micro & Small Business Management*, Vol. 4, issue 2.
- 4) Ledford, A., Beckner, M, Conkright, W., Raver, C, Dixon, D, Miles, P, Martin, B, Nindl, B, Lynch, S. (2022). [Psychological and Physiological changes during basic, underwater, demolition/SEAL training.](#) *Physiology & Behavior*, Vol 257.
- 5) Ledford, A., Luning, C., Miles, P., and Dixon, D. (2022) The Role of Mindfulness and Resilience in Navy SEAL Training. *Military Psychology*, 1-15.
- 6) Jones, N., Miles, P., & Beaulieu, T. (2021). The value of social media advertising on tourist behavior: A game-changer for small rural businesses. *The Journal of Small Business Strategy*, Special issue Rural Entrepreneurship, Volume 31, Issue 4. <https://doi.org/10.53703/001c.29478>
- 7) Miles, P. C., & Angelis, J. N. (2022). Untangling innovation: an examination of compensation, corporate social responsibility, and corporate financial performance. *Social Responsibility Journal*, 18(8), 1567-1586.
- 8) Ledford, A., Lunning, C., Miles, P., Dixon, D., & Lynch, S. (2021). Investigating the Measurement of and Interrelationship between Resilience, Hardiness, and Grit in a Population of Navy SEAL Candidates. *American Journal of Management.* 21(3), 2021. (Impact 1.697)
- 9) Peterson, M., Sanderson, W., Kussainov, H., Hobbs, S., Miles, P., Scollay, H., & Clayton, H. (2021). Effects of Racing Surface and Turn Radius on Fatal Limb Fractures in Thoroughbred Racehorses. *Sustainability in the Equine Industry*, 13(2), 539. <https://doi.org/10.3390/su13020539>
- 10) Ledford, A., Dixon, D., Luning, C., Martin, B & Miles, P. (2020). Psychological and Physiological Predictors of Resilience in Navy SEAL Training. *Behavioral Medicine* 46 (3-4) 290-301. (Impact: 3.6) <https://doi.org/10.1080/08964289.2020.1712648>
- 11) Miles, P., Peterson, M., Bement, D., & Miles, G. (2018). Higher Education: Exploring Productivity Over Time. *Journal of Applied Research in Higher Education*, 10(4): 534-546.
- 12) Miles, P. & Miles, G. (2015). Disentangling the Corporate Social Responsibility and Financial Performance Relationship: Examining the Mediating Role of Productivity. In Warkentin, M. (ed.) *Trends and Research in the Decision Sciences: Best Papers from the 2014 Annual Conference*. Upper Saddle River, New Jersey: Pearson FT Press
- 13) Miles, P. & House, D. (2015). The Tail Wagging the Dog; An Overdue Examination of Student Teaching Evaluations. *International Journal of Higher Education*, 4(2): 116-126
- 14) Zhang, G., & Smith, S. Miles, P., (2014) Content and Design and Trends of Chinese Corporations Homepages. *International Journal of Electronic Business*, 11(2), 153-175.
- 15) Miles, P. & Erhardt, N. (2014). Top Management Diversity is Good for Business: Exploring the Mediating Role of CSR Measures. *Journal of Business and Economics*, 5(4): 449-461.
- 16) Miles, P. (2013). Why Do Educated, Successful Women Leave The Workforce? *American International Journal of Social Science*, 2(2): 15-19.
- 17) Miles, P. (2013) Competitive Strategy: The link between Service Characteristics and Customer Satisfaction. *Journal of Quality and Service Sciences*, May 28, 2013
- 18) Miles, P., & Miles, G. (2013). Corporate Social Responsibility and Executive Compensation: Exploring the Link. *Social Responsibility Journal*, 9(1): 76-90.
- 19) Porter, T. & Miles, P. (2013). CSR Longevity: Evidence from Long-Term Practices in Large

Corporations. *Corporate Reputation and Review*, 16(4): 313-330.

20) Porter, T. & Miles, P. (2011) Evidence from the CSR Halo. *Proceedings of the International Association for Business and Society*. 22(287-299)

21) Zhang, G., & Smith, S. Miles, P., (2014) Content and Design and Trends of Chinese Corporations Homepages. *International Journal of Electronic Business*, 11(2), 153-175.

22) Zhang, G., & Miles, P., (2012). China Turns to Tweeting: Exploring the Problematic use of Tweeting in China. *International Journal of Business and Social Science*, 3(7): 91-94

23) Miles, P., Miles, G., & Cannon (2012) Servicescape and Customer Satisfaction: Exploring the Contingent Role of Business Strategy. *International Journal of Operations and Production Management*, 32(7): 772-795.

Research Pipeline

- Miles, P. (2025) Student Success: Exploring the link between accountability and assessment. *Data gathered across six terms suggests students held accountable for their actions success in academics.*

National Peer-Reviewed Conference Papers

- 1) Dixon, D, Ledford, A., & Lunning, C. & Miles, G (2024) A qualitative examination of Unsuccessful SEALS. International Leadership Association.
- 2) Miles, P., Dixon, D., Ledford, A., & Lunning, C. (2022). Working in Remote Research Teams: The challenge and the reward. *International Leadership Associate Conference*.
- 3) Miles, P., & Angelis, J. (2022) Untangling CSR: through the CEO Pay lens. *Informs Annual Meeting*
- 4) Miles, P., & Angelis, J. (2021) Do Elite Innovation Companies Need CSR? In investigation of Interactions between innovation and Ethical Pay, CSR and Firm Profits. *Informs Annual Meeting*.
- 5) Miles, P., Dixon, D., Ledford, A., & Lunning, C. (2021). Reimagining Leadership with Mindfulness: Can it make a Difference with Grit and Resilience? Panel Discussion at the *International Leadership Associate Conference*.
- 6) Dixon, D., & Miles, P. (2020). Resilience: Learning and Rebounding from setbacks at the edge, *International Leadership Associate Conference*.
- 7) Jurich, S. & Miles, P. (2020). Pay for Performance: Does the CEO Pay Ratio Affect Valuation? *Financial Management Academy*.
- 8) Miles, P. (2020). Teaching Online: The art and science of connecting content and students. *International Higher Education Teaching and Learning Conference in South Africa*.
- 9) Miles, P. & M. Peterson (2017). Productivity in higher education. *Decisions Sciences Annual Meeting*.
- 10) Miles, P. (2015). Understanding Teaching evaluations. *Decisions Sciences Annual Meeting*.
- 11) Miles, P. & Miles, G. (2015). Disentangling the Corporate Social Responsibility and Financial Performance Relationship: Examining the Mediating Role of Productivity. *Decisions Sciences Annual Meeting*.
- 12) Miles, P. & Miles (2014). Productivity: A Mediator of the relationship between CSR and Performance. *Decisions Sciences Annual Meeting*.
- 13) Miles, P.C. (2013). How Does Course Type, Class Size, Professor Gender & Course GPA Impact Student Teaching Evaluations: A Statistical Inquiry. *Academy of Management*
- 14) ^YMiles, P. & Erhardt, N. (2013). A statistical analysis of the impact of top management diversity and business performance. *Decisions Sciences Institute*
- 15) ^YMiles, P. (2013) How Does Course Type, Class Size, Professor Gender & Course GPA Impact Student Teaching Evaluations: A Statistical Inquiry. *Academy of Management*
- 16) Miles, P. & Miles, G. (2012). Exploring outcomes of sustainable firms: Executive compensation, taxes, and economic performance. *Academy of Management*

17) Miles, P. (2012). Does quality extend to corporate social performance? *Decisions Sciences Institute*

18) Miles, P. (2012). Does the use of Clickers enhance classroom dynamics? *Decisions Sciences Institute*

19) Miles, P., Miles, G., and Harkins, J. (2011). Structure, Strategy, and Industry Performance: Exploring the Link. *Decisions Sciences Institute*

20) Miles, P. & Miles, G. (2010). CEO Pay, and CSR: Do Managers Put Their Money Where Their Mouth Is? *Decisions Sciences Institute*

21) Collett, P. & Miles, G. (2010). Closing the gap: As CEO pay and employee pay align, so does firm profitability & productivity. *IABS proceedings*

22) Collett, P. & Vollmers, G. (2010). Opportunistic Behavior in the Healthcare Industry: The Impact of Imperfect Market Conditions. *IABS proceedings*

23) Collett, P. (2009). Customer Satisfaction and Loyalty: A function of Service Characteristics. *Decisions Sciences Institute*

24) Collett, P. (2009). The Moderating Role of Strategy on the Relationship between Servicescape and Customer Satisfaction. *Academy of Management*

25) Collett, P. & House, D. (2008). What do course evaluations tell us? *Decisions Sciences Institute*

26) Collett, P. (2008). Porter's Generic Competitive Strategies: an examination of service characteristics. *Academy of Management*

Professional Impact through Presentation and invited talks

- 1) **Supply Chain PodCast.** Invited presentation on Supply Chain for the Maine Question. Downloads:861
- 2) **SEAL Research:** Invited by the Commander of Special Operations Command to speak on the statistics around our SEAL study. In the end, DARPA awarded a \$71 million grant for the research.
- 3) **Information Technology at the University of Maine.** crafted an in-depth study of Information Technology across the UMaine System. Ultimately culminated in a \$50 Million Grant from the System Trustees and then another \$50 Million Grant from the State of Maine. I was called out and awarded for leading this critical transformation.
- 4) **Faculty Information Technology Committee:** Created and chaired the anogeral Faculty University Level IT committee through the UMaine Faculty Senate. .
- 5) **Provost Forum:** The Provost invited me to speak at a faculty forum by Provost Jeffery Hecker about LEAP and the Foundational Competencies for the 21st Century.
- 6) Brian Doore invited me to join the Multi-State Collaborative for NEASC accreditation.
- 7) Invited Presentation: (March 2012) University of North Texas. Upon request, I provided a complete presentation to the faculty and doctoral students on my work with executive compensation and taxes.
- 8) New York Times journalist David Kocieniewski (awarded the Pulitzer Prize for explanatory journalism 2012) contacted me about my research on executive compensation and corporate taxes.
- 9) In 2018, the Rachael Maddow Show contacted me to provide a comprehensive graph of how corporate taxes have changed over the years.
- 10) Invited Presentation: (May 2010) WBRC Architects and Engineers. I conducted a complete strategic analysis and presented results and next steps to the CEO, CFO, and COO.
- 11) Invited Presentation: (November 2008) Televised Presentation about issues Women face in the workplace. Bangor Evening News for two nights.

Other Scholarly Activity

Reviews for Journals

- Journal of Applied Research in Higher Education (2021)
- Cogent Social Sciences: (2020)
- Journal of Higher Education Research September (2019)
- Cogent Education (Feb 2019)
- Cogent Business & Management (Jan 2018)
- Journal of Higher Education Research (2018)
- California Management Review (2017)
- California Management Review (2017)
- California Management Review (2016)
- Journal of Operations Management Research (2015)
- Management Research Review (2014)
- Healthcare Research Review (2013)
- South American Journal of Economics. (2013)

Cases written for teaching

- Miles, P. (2010). *Closing the gap: Linking Strategic Capabilities with Actions*. Local case Written and presented as a live case in BUA 649.
- Collett, P. (2009) The Family Doc: A Struggle against Health Insurance. Local Case, Written and presented, and utilized as a live case in BUA 649.
- Collett, P. (2009) The Maine Business School. Written in conjunction with several other faculty members for use during residency week.

Academic Awards and Honors:

- Nominated for the Maine Business School Teaching Award 2021 & 2022
- Maine Business School Service Award 2021
- Faculty advisor to the Board of Trustees Fall 2014 through Spring 2020.
- Graduate Faculty Mentor of the year 2018
- Best Application Paper. Decision Sciences Institute Annual Conference 2014
- Maine Business School Research Award 2014
- Won the University of Maine Research Grant for Summer 2012
- Recognition for driving the AACSB accreditation at Maine, Chosen as the chair of the AOL Committee as a junior faculty member.
- Graduate Dean Doctoral Fellowship, The University of Texas at Arlington, 2006-2010

Teaching

Associate Professor of Management: The University of Maine, Orono Maine Fall 2008 - Present:

- 50 Production and Operations Management courses, 1600 students, average SET: $\bar{X} = 4.10$
 - Median ≥ 4.5 on SET: Enthusiasm, intellectual challenge, respect for students, classes worth attending, respectful environment, respect for questions, students to think.
- 12 Data Analytics for Managers courses (BUA 601), 500 students, average SET: $\bar{X} = 4.41$
 - Median = 5 on SET: class preparation, student learning, respect for students, instructor overall, intellectual challenge.
- Average students per are 45 (from Fall 2014 to Spring 2018 these were the largest classes of all tenure track faculty members).

Assistant Professor of Management: The University of Maine, Orono Maine Fall 2008 - Present:

- Taught or teaching a total of 26 Undergraduate Operations Management courses
- Taught or teaching a total of 4 Graduate Statistics Courses: and 2 Graduate Capstone Courses
- Ph.D. Student & Teaching/Research Assistant: The University of Texas at Arlington, Arlington TX Fall 2006 - Summer 2008: Taught 6 Courses in Operations Management rubric development for AOLs
- Lecturer: The University of North Texas, Denton Texas, Fall 2003 - Spring 2006: 5 Courses in Operations Management, 4 Business Policy & 2 Management
- Visiting Professor: The University of Richmond, Richmond Virginia, Fall 2002 - Summer 2003: Taught 8 Courses in Undergraduate Operations Management
- Collateral Instructor: The Virginia Commonwealth University, Richmond Virginia, Fall 1997 through Fall 2001: Taught Undergraduate Operations Management (28 classes), Management Statistics (9 classes) & Organizational Behavior Courses (4 classes)

Service

Service to the Maine Business School

2022-2024: Medical Withdrawal and SAP review board
2022-2024: Ex-officio for the Undergraduate Curriculum Committee
2022-2024: Ex-officio for the Graduate Curriculum Committee
2019-2022: Chair of the Graduate Curriculum Committee for the Portland Graduate Program
2019-2021: Management Area Coordinator
2017-2019: Chair of the Assurance of Learning and Accreditation Committee
2017-Present: Member of the Undergraduate Curriculum Committee
2014-Present: Executive Committee
2014-Present: Faculty Senate representative
2014-Present: Promotion and Tenure Committee
2014-2017: Goal leader: Problem Solving and Business knowledge
2009-2010 and 2012-2014: Chair AOL Committee

Service to the University of Maine and UMS

2023-2024: Presidential Strategic Renvisioning Committee
2023-2024: Graduate School of Business Dean Review Committee
2015-2021: UMS Finance and Facilities Committee
2015-2020: UMS Academic and Student Affairs Committee
2015-2020: Chair Faculty Senate Information Technology Committee
2016-2020: Academic Affairs committee for Faculty Senate
2015-2020: Faculty Senator
2016-2021: ITSC Committee (Provost Committee)
2015-2020: Board of Trustee Representative for the University of Maine
2014-2018: Multi-State Collaborative on Assessment and accreditation
2014-2015: Provost search committee
2014-2015: University Technology committee
2014/2015: Infosylim Committee
2012-2014: Softball Faculty Advisor

Professional Experience: *Commanded Thousands of Soldiers, Moved millions of tons of equipment worldwide and Jumped from 100's of Airplanes.*

Significant Military Awards

- I am currently the only woman to hold a Senior Korean Parachutist badge and the US Army Senior Parachutist badge
- Three Meritorious Service Medals and Joint Service Commendation Medal

Lieutenant Colonel & Deputy Brigade Commander (USAR), Tulsa Oklahoma (2003 - 2008)

- Organize staff operations for a 600 person Brigade. Conduct an inspection program over a seven-state area. Responsible for 12 Officers and 20 Noncommissioned officers

Lieutenant Colonel & Chief of Logistics Planning (USAR), Global War on Terrorism (2000-2002)

- Analyzed logistics requirements & created an effective supply chain to support the Iraq invasion. Responsible for locating the airfield, moving a port to a new location in the middle east, and the subsequent establishment of supply routes for the initial invasion of Iraq.

Major & Chief of Logistics Branch (USAR), Joint Forces Command, Norfolk, VA (1997-2000)

- Managed 400 reservists across four services; Executed the Physical Fitness Test; rated excellent

Captain & Commander Alpha Company, 2nd Armored Division, United States Army.

- ***The first woman to serve as a Forward Supply Company Commander*** in the 2nd Armored Division Texas. Responsible for 60 heavy vehicles, 120 soldiers, distributing 17,000 gallons of fuel, 10,000 gallons of water, 15 tons of food, and 20 tons of ice and ammunition daily

Captain & Commander Headquarters Company, 2nd Armored Division the United States Army

- Chosen from 100 candidates. Provided logistics, planning & technology to 1000's soldiers

Lieutenant & Executive Officer, Airborne Detachment Korea, United States Army

- Responsible for planning and executing Aerial Re-supply in Asian Theater and managing 10 million dollars of equipment, 75 American and 50 Korean soldiers

Lieutenant & Platoon Leader, 82nd Airborne Division, United States Army

- ***I was the first woman officer*** in the 82nd Airborne Division to be a Parachute Rigger platoon leader, responsible for 120 soldiers and packing 750 parachutes a day, 260 days a year

Other Awards:

- *College: Army ROTC & Division I Golf Scholarships*
- *College: University-wide All-Around Female Athlete of the year 1982 and 1983*
- *Personal Awards: 1 Marathon; 7 half marathons; 4 triathlons (one ironman) and & Army 10 miler*
- *Ranked as a top 5 female golfer in California 1978, 1979 & 1980*