
Janice Payan

Associate Professor - School of Management and Marketing
Monfort College of Business
University of Northern Colorado
Campus Box 128
Greeley, CO 80639
janice.payan@unco.edu
(970) 351-2810

Professional Interests

Research: Influence, Cooperation, and Coordination in Channels of Distribution and Supply Chains, Ethics, Cross Cultural Studies, Marketing Pedagogy

Teaching: Supply Chain Management, Business-to Business Marketing, Channels of Distribution, Principles of Marketing

Academic Background

Ph.D. University of Wisconsin, Madison, Wisconsin, Marketing, 2000

M.B.A. University of Colorado-Denver, Denver, Colorado, Marketing, 1983

M.P.A. University of Colorado-Denver, Denver, Colorado, 1976

B.S. University of Colorado, Denver, Colorado, Medical Technology, 1975

Memberships

Academy of Marketing Science

American Marketing Association

Marketing Educators' Association

Work Experience

Academic Experience

Associate Professor of Marketing, University of Northern Colorado (July, 2007 - Present).

Assistant Professor of Marketing, University of Northern Colorado (2003 - June, 2007).

Assistant Professor Marketing, Creighton University (2001 - 2003).

Teaching Assistant, University of Wisconsin - Madison (1997 - 1998).

Non-Academic Experience

Vice President of Sales, Collections, and Customer Training, US West (1988 - 1994). Led and directed the core sales channels for the 14-state Small Business Market. Managed a team of 1300 employees and a budget of \$51 million to generate \$82 million in new annual revenues while protecting a revenue base of more than \$1 billion. This included managing 9 Demand Business Sales Centers, 5 Collection Centers, 1 Customer Training Center, and 4 Telemarketing Centers with Premise Salespeople.

Director - Implementation Planning, US West (1986 - 1988). Coordinated and facilitated planning efforts to move US West to a market-based managed Corporation. Supported the Chief Operating Officer and President of US West on issues' research and other executive projects.

District Staff Manager, Mountain Bell (1985 - 1986). Led Product Managers, Sales Personnel and Administrative Sales Support for all listing-related products and all operator services for a 7-state marketplace. Built a Sales Information Tracking System that enabled the Billing/Collecting of new products sold plus the tracking and reporting of on-line sales results.

Intellectual Contributions:

Refereed Articles

Svensson, G. & Payan, J. M. (2009). Organizations that are International from Inception: Terminology and Research Constellations - 'Academic Protectionism' or 'Academic Myopia'? *Journal of Small Business and Enterprise Development*, 16 (3), 406-417.

Payan, J. M., Svensson, G., Awuah, G., Andersson, S., & Hair, J. (in press, 2009). A 'Cross-Cultural RELQUAL-scale' in Supplier-Distributor Relationships of Sweden and USA. *International Marketing Review*.

Reardon, J., Payan, J.M., Miller, C., & Alexander, J. (2008). Optimal Class Length in Marketing Undergraduate Classes: An Examination of Preference, Instructor Evaluations, and Student Performance. *Journal of Marketing Education*, 30 (1), 12-20.

McFarland, R. G., Bloodgood, J. M., & Payan, J. M. (2008). Supply Chain Contagion. *Journal of Marketing*, 72 (2), 63-79.

Payan, J. M. & Svensson, G. (2007). Cooperation, Coordination, and Specific Assets in Interorganizational Relationships. *Journal of Marketing Management*, 23 (7-8), 797-814.

McCorkle, D., Payan, J.M., Reardon, J., & Kling, N. (2007). Perceptions and Reality: Creativity in the Marketing Classroom. *Journal of Marketing Education*, 29 (3), 254-261.

Payan, J. M. (2007). A Review and Delineation of Cooperation and Coordination in Marketing Channels. *European Business Review*, 19 (3), 216-233.

Payan, J. M. & Iyer, V. (2006). Are Female Marketing Students Always More Ethical than Male Marketing Students? *Journal for Advancement of Marketing Education*, 8/9, 26-30.

Payan, J. M. (2006). Multiple Levels of Trust and Dependence on Supplier-Distributor Coordination. *Marketing Management Journal*, 16 (1), 125-137.

Payan, J. M. & Nevin, J. R. (2006). Influence Efficacy in Supplier-Distributor Relationships. *Journal of Business Research*, 59, 457-465.

Payan, J. M. & McFarland, R. G. (2006). The Effects of Influence Strategies and Dependence on Satisfaction: Does Trust Mediate These Relationships. *Journal of Marketing Channels*, 13 (1), 3-20.

Payan, J. M. & McFarland, R. G. (2005). Decomposing Influence Strategies: Argument Structure and Dependence as Determinants of the Effectiveness of Influence Strategies in Gaining Channel Member Compliance. *Journal of Marketing*, 69 (3), 66-79.

Refereed Proceedings

Full Paper

Payan, J. M. & Tan, J. (2003). Multiple Levels of Trust and Interfirm Dependence on Supply Chain Coordination: A Framework for Analysis. *Academy of Marketing Science*, 26, 122-128.

- Payan, J. M. (1998). Ethnic Differences in Self-Esteem: A Meta-Analysis. *American Marketing Association, 10*, 335-341.
- Payan, J. M. (1997). Information Power and Influence in Channels of Distribution. *American Marketing Association, 8*, 267-274.
- Payan, J. M. (1997). The Role of Ecological Information Control in Channels of Distribution Power Relationships. *American Marketing Association, 9*, 228-235.
- Payan, J. M. (1996). The Higher Order Thinking and Creative Thinking of Marketing Managers. *American Marketing Association, 7*, 209-214.

Abstract Only

- Miller, C., McCorkle, D. E., & Payan, J. M. (2009). Globalizing Faculty: Suggestions and Experiences. *Marketing Educators' Association (MEA)*.
- Payan, J. M., Svensson, G., Awuah, G., & Andersson, S. (2009). Relationship Quality in Interorganizational Contexts. *AMS World Marketing Congress*.
- Wood, G., Singh, J., Payan, J. M., Callaghan, M., & Svensson, G. (2009). Comparing Codes of Ethics and Associated Practices Among the Top Companies in Australia, Canada, and The USA. *Academy of Marketing Science (AMS)*.
- Payan, J.M. (2008). The Value and Challenges of Short-Term Study-Aboard Programs for Business Faculty. *College Teaching & Learning (TLC)*, Clute Institute for Academic Research.
- Payan, J. M., Reardon, J., McCorkle, D. E., & Weverbergh, M. (2008). The Effects of Culture on Cheating: An Exploratory Examination. *Marketing Educators' Association (MEA)*.
- Payan, J. M., Svensson, G., Awuah, G., & Andersson, S. (2008). Interorganizational Cooperation and Coordination: A Comparison of U.S. and Swedish Distributor Relationships. *International Applied Business Research Conference*, Clute Institute for Academic Research.
- Payan, J. M., Svensson, G., Awuah, G., & Andersson, S. (2008). Interorganizational Cooperation and Coordination: A Comparison of U.S. and Swedish Distributor Relationships. *International Applied Business Research Conference*.
- McCorkle, D. E., Payan, J. M., Reardon, J., & Kling, N. D. (2007). Creativity and Marketing Students: An Empirical Analysis. *AMS World Marketing Congress, 13*, ISBN 0-939783-13-4 Verona, Italy July 11-14, 2007, 99.
- Payan, J.M., Reardon, J., McCorkle, D., & Weverbergh, M. (2007). The Effects of Culture on Cheating: An Exploratory Examination. *Marketing Educators' Association (MEA)*.
- Reardon, J., Payan, J. M., & Miller, C. (2007). Optimal Class Length for Marketing Undergraduate Classes. *Marketing Educators Association*.
- Payan, J. M. & Svensson, G. (2007). Academic Protectionism in Research: An Illustration and Discussion. *Academy of Marketing Science (AMS), 30*, ISBN: 0-939783-29-0 May 23-26, 2007 Coral Gables, 48.
- Payan, J. M. & McFarland, R. (2007). Interorganizational Trust: A Dyadic Perspective. *Industrial Distribution Educators Association (IDEA) Conference*, San Diego, March 13-17, 2007, 1-2.
- McCorkle, D. E., Payan, J. M., Reardon, J., & Kling, N. D. (2006). Marketing Creativity in the Classroom. *Marketing Educators Association*.
- Payan, J. M. & Iyer, V. (2006). Are Female Marketing Students Always More Ethically-Oriented Than Male Marketing Students? *Marketing Management Association*.
- Payan, J. M. (2005). Multiple Levels of Trust and Dependence on Supply Chain Coordination: An Empirical Test. *Academy of Marketing Science*.

Payan, J. M. & Bharadwaj, N. (2004). The Delineation of Cooperation, Coordination, Compliance, and Specific Assets in Channels of Distribution. *Academy of Marketing Science*, 27.

McFarland, R. G., Payan, J. M., & Bloodgood, J. M. (2003). Chain Reaction Behaviors in Channels of Distribution: An Investigation and Test of Institutional Theory. *AMA Educator's Conference*, 221-222.

Presentation of Refereed Papers

International

Payan, J. M., Svensson, G., Awuah, G., & Andersson, S. (2008, July). *Relationship Quality in Interorganizational Contexts*. Presented at AMS World Marketing Congress, Oslo, Norway.

Payan, J. M., Svensson, G., Awuah, G., & Andersson, S. (2008, March). *Interorganizational Cooperation and Coordination: A Comparison of U.S. and Swedish Distributor Relationships*. Presented at International Applied Business Research Conference, San Juan, Puerto Rico.

McCorkle, D. E., Payan, J. M., Reardon, J., & Kling, N. (2007, July). *Creativity and Marketing Students: An Empirical Analysis*. Presented at AMS World Marketing Congress, Verona, Italy.

National

Miller, C., McCorkle, D. E., & Payan, J. M. (2009). *Globalizing Faculty: Suggestions and Experiences*. Presented at Marketing Educators' Association (MEA), Newport Beach, California.

Payan, J. M., Svensson, G., Wood, G., Singh, J., & Callaghan, M. (2009). *Comparing Codes of Ethics and Associated Practices Among the Top Companies in Australia, Canada, and The USA*. Presented at American Marketing Association (AMA), Baltimore, Maryland.

Payan, J. M. (2008, September). *The Value and Challenges of Short-Term Study-Abroad Programs for Business Faculty*. Presented at College Teaching & Learning (TLC), Las Vegas, Nevada.

Wood, G., Singh, J., Payan, J. M., Callaghan, M., & Svensson, G. (2008, May). *Comparing Codes of Ethics and Associated Practices Among the Top Companies in Australia, Canada, and The USA*. Accepted for Academy of Marketing Science (AMS), Baltimore, Maryland.

Miller, C., McCorkle, D., & Payan, J. M. (2008, April). *Globalizing Faculty: Suggestions and Experiences*. Accepted for Marketing Educators' Association (MEA), Newport Beach, California.

Payan, J., Reardon, J., McCorkle, D. E., & Weverbergh, M. (2008, April). *The Effects of Culture on Cheating: An Exploratory Examination*. Presented at Marketing Educators' Association, Salt Lake City, Utah.

Reardon, J., Payan, J., & Miller, C. (2007, April). *Optimal Class Length for Marketing Undergraduate Classes*. Presented at Marketing Educators Association, San Antonio, Texas.

Payan, J. M. & McFarland, R. G. (2007, March). *Trust in Channels of Distribution*. Presented at Industrial Distribution Educators Association (IDEA) Conference, San Diego, California.

Payan, J. M. & Iyer, V. (2006, October). *Are Female Marketing Students Always More Ethical than Male Marketing Students?* Presented at Marketing Management Association, Nashville, Tennessee.

Denny, M. E., Payan, J. M., Reardon, J., & Kling, N. D. (2006, May). *Marketing Creativity in the Classroom*. Presented at Marketing Educators Association, San Francisco, California.

- Payan, J. M. (2005, May). *Multiple Levels of Trust and Dependence on Supply Chain Coordination: An Empirical Test*. Presented at Academy of Marketing Science, Tampa, Florida.
- Payan, J. M. & Bharadwaj, N. (2004, May). *The Delineation of Cooperation, Coordination, Compliance, and Specific Assets in Channels of Distribution*. Presented at Academy of Marketing Science, Vancouver, Canada.
- Payan, J. M. & Tan, J. (2003, May). *Multiple Levels of Trust and Interfirm Dependence on Supply Chain Coordination: A Framework for Analysis*. Presented at Academy of Marketing Science, Washington, District of Columbia.
- Payan, J. M. & Nevin, J. R. (2001, August). *Influence Attempt Efficacy in Channels of Distribution*. Presented at American Marketing Association, Washington, District of Columbia.
- Payan, J. M. (1998). *Ethnic Differences in Self Esteem: A Meta-Analysis*. Presented at American Marketing Association, Austin, Texas.
- Payan, J. M. (1997). *Information Power and Influence in Channels of Distribution*. Presented at American Marketing Association, St. Petersburg, Florida.
- Payan, J. M. (1997). *The Role of Ecological Information Control in Channels of Distribution Power Relationships*. Presented at American Marketing Association, Chicago, Illinois.
- Payan, J. M. (1996). *The Higher Order Thinking and Creative Thinking of Marketing Managers*. Presented at American Marketing Association, San Diego, California.

Research Grants

Funded-Internal

- 2009 – Payan, J. M., "Summer Research Grant", (\$3,000).
- 2008 – Payan, J. M., "Summer Research Grant", (\$4,500).
- 2007 - Payan, J. M., "Summer Research Grant", (\$6,000).
- 2006 - Payan, J. M., "Summer Research Grant", (\$4,500).
- 2005 - Payan, J.M., "Summer Research Grant", (\$4,500).
- 2002 - Payan, J.M., "Summer Research Support", (\$6,000).
- 2001 - Payan, J.M., "Summer Research Support", (\$6,000).
- 1998 - Payan, J.M., "Doctoral Degree Funding", US West.

Dissertation

Influence Strategy Content in Channels of Distribution: The Association of the Inducement and the Request with Influence Outcomes.

Papers Under Review

- Payan, J. M., Obadia, C., Reardon, J., & Vida, I. (2009). "Survival and Dissolution of Exporter Relationships with Importers: A Longitudinal Analysis," initial submission to *Industrial Marketing Management*.
- Payan, J. M., Reardon, J., & McCorkle, D. E. (2009). "The Effects of Culture on Academic Dishonesty in Business Schools," initial submission to *Journal Of Marketing Education*.
- Svensson, G., Wood, G., Singh, J., Payan, J. M., & Callaghan, M. (2008). "Measurement and Structural Properties of Corporate Codes of Ethics in Australia, Canada, and the USA," initial submission to *Corporate Governance*.

Wood, G., Singh, J., Payan, J. M., Callaghan, M., & Svensson, G. (2008). "Code of Ethics Quality - An International Comparison of Corporate Staff Support and Regulation in Australia, Canada, and the USA," initial submission to *Business Ethics Quarterly*.

Working Papers

Reardon, J. & Payan, J. M. (2009). "The Effect of Culture on a Generalized Model of Brand Loyalty" targeted for Journal Of Marketing.

Honors-Awards-Grants

Honors:

2009: Selected as Fulbright Distinguished Chair at the Vienna University of Economics and Business from March 2010 through June 2010.

2007: Monfort College Scholar of the Year, Monfort College of Business.

2006: Designated a member of the Graduate Faculty.

2005: Monfort College Scholar of the Year, Monfort College of Business.

2005: Department of Marketing Professor of the Year, Monfort College of Business.

2001: Ph.D. Project Fellow, KPMG Peat Marwick Foundation.

2001: Winner of the John A. Howard Dissertation Award, American Marketing Association.

2000: Doctoral Consortium Fellow, American Marketing Association.

1998: Internationalization Doctoral Consortium Fellow, CIBER.

1996: Haring Symposium Fellow, Haring Symposium.

1991: Impact of the Year Award - Small Business Services, US West.

1990: NHLI fellow, National Hispana Leadership Institute.

1990: Appointed by Major Pena to be a member of this human resource board for the City and County of Denver, Denver Career Service Authority.

1990: Distinguished Alumna Award, University of Colorado - Hispanic Alumni Association.

Service:

.

School assignments:

Member:

2006-2009: MCB Faculty Affairs Committee

2005-2006: ETS Student Exam Task Force.

2005-2006: Curriculum Committee.

2004-2005: Student Affairs Committee.

2004-2005: Search Committee for new Accounting Faculty.

2004-2009: MCB General Faculty Meetings.

2003-2005: MCB Student Affairs Committee.

Other Institutional Service Activities:

2007-2009: Faculty Initiate - Delta Sigma Pi.

2006-2007: Participant of the Monfort Summit Institute.

2004-2007: Presentation Judge for Dr. Iyer's Advertising Campaign Course.

2003-2009: Proctoring Exams for other Faculty
2006-2007: MCB Group Advising Sessions.
2005-2006: Attendance at Baldrige Ceremony Washington DC.
2005-2006: Friday Afternoon Research Presentation.
2005-2006: Academic Excellence Reception Presenter.
2005-2006: Participation in Assessment training.
2004-2007: ETS Lectures - Marketing.

College assignments:

Chair:

2007-2009: Library Advisory Committee

Faculty Sponsor:

2008-2009: The Business Fraternity - Delta Sigma Pi

Member:

2007-2008: Tenure Appeals Committee

2007-2008: Dean's Search Committee: Extra Assignments performed include editing the detailed background for the position description, screening all applications for meeting minimal qualifications on behalf of the committee, and helping to design the job advertisements.

2003-2009: University of Northern Colorado Library Committee: Selected representative of the Monfort College of Business. I've participated in all of the meetings called by the Dean of Michener Library. We advised the library on several different matters including charting the future, assessment surveys, computer availability, noise levels in the library, and online databases.

2002-2003: Creighton University's President's Council on Diversity: This council was asked by the president to put together a model of diversity for students, faculty, and other employees. As a result, I put together a summary of diversity educational activities taking place in the College of Business. I also participated in the Student Diversity Training Model subcommittee that drafted a student model of diversity.

committee that result in a cost savings of over \$2,000.

Service to the Profession

Academic Conference: Discussant

1996: AMA Summer Educators' Conference, Served as a discussant for four papers in the Marketing Strategy and Management Track, Chicago, Illinois (National).

1996: Haring Institute, Served as a discussant to a manuscript presented at the Haring Symposium, Bloomington, Indiana (National).

Academic Conference: Moderator / Facilitator

2008-2009: The PHD Project Marketing Doctoral Students Association Annual Meeting, I served as a Facilitator and moderator at this two day conference held to support minority doctoral students in the field of marketing, San Diego, California (National) and Chicago, Illinois (National).

Chair: Conference / Track / Program

2005: Academy of Marketing Science, Served as Session Chair on Purchasing Motivations: Generations, Products and Attitudes, Tampa, Florida (National).

Editor: Associate Editor

2005-2009: European Business Review, Served on the Editorial Advisory Board as of July 22, 2005. I have reviewed several papers for potential publication in this capacity, Oslo, Norway (International).

Keynote address

2002: Black Employees Network - Creighton University, I was the keynote speaker for the Minority Senior Awards Program, Omaha, Nebraska (Local).

1990: Adelante Mujer (Onward Women) Conference Delivered the Keynote address for this conference. The speech was published in Vital Speeches of the Day, 0042742X, 9/1/90, Vol. 56, Issue 22 and several Communications and Speech textbooks, Denver, Colorado (Regional).

Reviewer - Article / Manuscript

2009: International Journal of Management Review.

2009: Academy of Marketing Science (AMS), Reviewer for Mary Kay Dissertation awards.

2008: Academy of Marketing Science (AMS), Reviewed several papers for the AMS conference to take place in May 2008, Vancouver, British Columbia (National).

2007: Journal of Marketing, Served as Ad Hoc Reviewer for the Journal of Marketing. Reviewed two articles in 2007. (International).

2007: AMA Winter Marketing Educators' Conference, Reviewed papers for the Creating Value through the Sales force and Relationships track, San Diego, California (National).

2005: Journal of Business Research, Reviewed supply chain management manuscript, Chestnut Hill, Massachusetts (National).
