

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 6
DATE:
October 19, 2023

RECOMMENDATION

EMERITUS FACULTY STATUS

ACTION REQUESTED

It is recommended that the Board of Regents grant Emeritus Status to five (5) former faculty.

Faculty:

Linda Isenhour, Professor, Department of Management from 2004 to 2023 who retired after 19 years; Sayuri Kubota, Professor, Department of World Languages from 2005 to 2023 who retired after 18 years; Denise Tanguay, Professor, Department of Management from 1986 to 2023 who retired after 37 years; Lorraine Uhlaner, Professor, Department of Management from 1981 to 2001 who retired after 21 years; and Fraya Wagner-Marsh, Professor, Department of Management from 1982 to 2023 who retired after 41 years.

STAFF SUMMARY

The Collective Bargaining Agreement between Eastern Michigan University and the Eastern Michigan University Chapter of the American Association of University Professors (AAUP) provides that a faculty member who has served the University for at least fifteen (15) years may be nominated for Emeritus Faculty Status upon retirement.

The nominations for these individuals have received the support of the Department Head or School Director, the Dean of the College, and the Provost and Executive Vice President for Academic and Student Affairs.

FISCAL IMPLICATIONS

None.

ADMINISTRATIVE RECOMMENDATION

The proposed Board action has been reviewed and is recommended for Board approval.



University Executive Officer
Rhonda Longworth, Ph.D.

9/21/23

Date

**EASTERN MICHIGAN UNIVERSITY
EMERITUS FACULTY RECOMMENDATION
October 19, 2023**

FACULTY:

Linda Isenhour

Professor, Department of Management
(19 years)

Doctorate	University of Central Florida
Masters	Massachusetts Institute of Technology, Georgia State University
Baccalaureate	North Georgia College and University

Sayuri Kubota

Professor, Department of World Languages
(18 years)

Doctorate	Purdue University
Masters	Western Illinois University
Baccalaureate	Tamagawa University

Denise Tanguay

Professor, Department of Management
(37 years)

Doctorate	University of Michigan
Masters	N/A
Baccalaureate	State University College

Lorraine Uhlaner

Professor, Department of Management
(21 years)

Doctorate	University of Michigan
Masters	University of Michigan, University of Leiden
Baccalaureate	Harvard University

Fraya Wagner-Marsh

Professor, Department of Management
(41 years)

Doctorate	University of Memphis
Masters	University of Memphis
Baccalaureate	University of Memphis



EASTERN MICHIGAN UNIVERSITY
Academic and Student Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department or School of Management recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Dr. Linda Isenhour

Current Status/Rank at EMU: Professor

Date of Hire at EMU: 1/2/2004 Retirement Date: 8/31/2023

Number of Years at EMU: 19 (Minimum of 15 years of service required)

Degree(s)/Institutions Doctoral: University of Central Florida

Masters: MIT and Georgia State University

Baccalaureate North Georgia College and University

Please Attach a Brief Statement of Support to this 2 page application

Emeritus Faculty status is contingent upon the approval of the Board of Regents. Candidates, once approved, will be awarded Emeritus status after their official retirement date. This information will be kept on file in the Provost's Office.

Dr. Ratan Dheer (Chair, Advisory Committee, Management) 7/18/2023
Recommended by (please print) Date

[Redacted] 08/15/2023
Department Head ✓ Date

[Redacted] 8/16/23
Dean Date

[Redacted] 9/15/23
Provost Date

9-29-2023
Date Submitted to Board of Regents

Please continue to page 2 of this application.

August 8, 2023

**Letter of Support for Linda Isenhour's Application for
Emeritus Status**

On behalf of the Department of Management Advisory Committee, I am writing this letter supporting the application for Emeritus status in the Department of Management for Dr. Linda Isenhour. Following her active service as a faculty member, Dr. Isenhour is a deserving recipient of Emeritus status based on her multitude of accomplishments toward Eastern Michigan University, the College of Business, and the Department of Management during her nineteen years at this institution.

Dr. Isenhour is an exceptionally well-regarded and respected faculty member of the Department of Management among her colleagues and students based on her teaching, scholarly, and service activities.

Dr. Isenhour's scholarly contribution to the management field is impressive, with several peer-reviewed journal publications, books, edited volumes, conference presentations, and proceedings that span her career as a scholar and researcher. Her articles have appeared in several high-impact journals, such as the *Journal of Technology Research*, *International Journal of Management and Human Resources*, and *Journal of Managerial Psychology*. Dr. Isenhour is not only a prolific researcher who has contributed significantly to the field of Management, but her research interests also intersect and overlap with several faculty within the Department of Management, many of whom she has co-authored with.

Dr. Isenhour is also an accomplished instructor. Her approach to teaching combines her caring attitude toward people with a high standard of conduct and achievement. She knows how to motivate her students to strive for excellence.

In terms of her service, Dr. Isenhour's notable contribution has been her involvement with the MSHROD program, for which she served as Co-Director. She has also served on many committees at the Department (e.g., Instructional Effectiveness; Advisory, Research Committees); College (e.g., COB Grade Grievance Committee, Faculty Advisory Committee); and the University (e.g., Faculty Advisory and Faculty Senate Committees) levels.

Besides research, teaching, and service engagements, Dr. Isenhour has been actively involved with the academic community. She regularly reviews manuscripts for academic conferences and high-impact peer-reviewed journals. She was also on the Editorial Board of the *Journal of Managerial Psychology*.

In closing, I wish to reiterate that Dr. Isenhour is an outstanding scholar, teacher, and researcher, as evidenced by her many contributions over his 19-year career at EMU. The Department of Management Advisory Committee wholeheartedly endorses the application for Emeritus status for Dr. Isenhour.

I would be glad to discuss any aspect of this letter further should you have any questions.

Sincerely,



Ratan Dheer, PhD, MBA, MS
Chair, Advisory Committee, Department of Management
Associate Professor of Management
College of Business
512 Hill Hall
Ypsilanti, MI 48197
Email: rdheer@emich.edu

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EASTERN MICHIGAN UNIVERSITY
Academic and Student Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department or School of World Languages recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Sayuri Kubota

Current Status/Rank at EMU: Full Professor

Date of Hire at EMU: Aug. 2005 Retirement Date: Aug. 2023

Number of Years at EMU: 18 (Minimum of 15 years of service required)

Degree(s)/Institutions Doctoral: Purdue University

Masters: Western Illinois University

Baccalaureate Tamagawa University, Tokyo, Japan

Please Attach a Brief Statement of Support to this 2 page application

Emeritus Faculty status is contingent upon the approval of the Board of Regents. Candidates, once approved, will be awarded Emeritus status after their official retirement date. This information will be kept on file in the Provost's Office.

Alexander Jeff Popko April 19, 2023
Recommended by (please print) Date

[Redacted] April 19, 2023
Department Head Date

[Redacted] 4/19/2023
Dean Date

[Redacted] 9/15/23
Provost Date

9-29-2023
Date Submitted to Board of Regents

Please continue to page 2 of this application.



World Languages

Alexander
219 Ypsilanti,
MI 48197
Phone Number [REDACTED]
(emich.edu/worldlanguages)

I would like to recommend Dr. Sayuri Kubota for Professor Emeritus status. Dr. Kubota has been instrumental in building our Japanese program since she joined EMU in Fall 2005. She has been actively involved in outreach programs through the Japan Foundation such as the Michigan Japanese language speech contest, and has coached many of our students into first place. She has mentored several students who have subsequently been accepted in the Japanese Government's Japan Exchange and Teaching (JET) Program, providing them with a first job experience in Japan. She has had excellent rapport with her students over the years, and always receives exceptional student evaluations.

In her time in the Dept. of World Languages, she has supported the department by serving on our standing committees. She has also had several small grants, supporting the Japanese faculty outreach to the community, especially the Japanese Business Society of Detroit and the Japanese Teachers' Association of Michigan.

Dr. Kubota also worked on a Memorandum of Understanding with Tokyo Metropolitan University, which gave EMU students the opportunity to study abroad in Tokyo.

I believe that Dr. Kubota's long list of accomplishments as she served EMU for the past 18 years demonstrates that she is fully deserving of Emeritus status.

Sincerely,

Alexander J. Popko,
Head, Dept. of World Languages

April 19, 2023

To Whom It May Concern:

I am writing this recommendation to support Dr. Sayuri Kubota's request for Professor Emeritus status.

Dr. Kubota has taught all level of Japanese classes at Eastern Michigan University since 2005. She is a highly dedicated teacher, passionate about providing the best learning opportunities and class atmosphere possible. She has also dedicated considerable thought to the needs of each student and to her classroom. She has contributed a large amount of time and effort, made suggestions and improvements, and has had a very positive impact on each level. Through her constant focus, students were able to achieve high levels of Japanese language learning. She has consistently worked hard to develop an excellent atmosphere that encourages interaction and learning in and outside of the classroom.

She constantly presented papers locally as well as internationally, published papers including editing conference proceedings. She received grants several times and contributed to Japanese Section activities. She took the ACTFL OPI training workshop and became a certified ACTFL Japanese Oral Proficiency Interviewer. Her focus has primarily, but not exclusively, been on development of instruction practice in relation to pragmatic communication, which contribute directly to theoretical development in her field.

Dr. Kubota had been most active in and committed to service at all levels from the Japanese Section, Department, University, and beyond the University. Those includes Japanese Section Coordinator, Japanese Language and Culture Major Adviser, Japanese Section Placement Test Coordinator, Japanese Section Academic Programs Abroad Liaison, Lower level of Japanese Course Material Coordinator, Personnel Committee member, Special Events Committee member, Students with Disabilities Office's Academic Experiences Committee member, Japanese Student Association Co-Advisor, Students Recruiting Events representative, Japanese Teachers Association of Michigan Board Member, President, as well as Secretary, Michigan Japanese Quiz Bowl Judge and Co-organizer, 24th Annual Conference of Central Association of Teachers of Japanese Co-organizer, Japanese-Language Proficiency Test (JLPT) Proctor, and more. Throughout her tenure, she has been a dedicated and excellent contributor to her students, the Japanese Section, the Department, the university and the community she has served.

Not only as a great professor, she has been a great colleague for us. I strongly recommend her to receive Professor Emeritus status.

Sincerely,



Hitomi Oketani, Ph.D.
Professor
Japanese Section Head

January 30, 2023

Letter of Support for Dr. Denise Marie Tanguay's Application for Emeritus Status

On behalf of the Department of Management Advisory Committee, I am writing this letter to support Dr. Denise Marie Tanguay's application for Emeritus status in the Department of Management. Following her service as a faculty member with the Department of Management, Associate Dean of the College of Business, Interim Department Head of the Department of Marketing, and Special Assistant to the Provost for Planning, Dr. Denise Marie Tanguay is the most deserving recipient of the Emeritus Status.

Dr. Tanguay has served as a Professor of Management and taught at EMU for 37 years. After earning her Ph.D. in labor relations and organizational behavior at the University of Michigan's School of Business, she taught at the University of North Carolina at Asheville and James Madison University for five years before joining EMU in August 1986.

Dr. Tanguay has served EMU, its faculty, and the College of Business (COB) in various leadership positions. She was elected to the position of EMU AAUP vice-president and served on several national committees of the AAUP, notably the Committee on Academic Freedom and Tenure. She was nominated by Provost Ron Collins for an American Council on Education Administrative Fellowship and selected into the 1998-99 class of Fellows. She spent one year at Barnard College, Columbia University, working with the President, Provost, and Vice-president for Finance and Administration. Upon her return to EMU, Dr. Tanguay served as a Special Assistant to the Provost. From 2002 through 2007, she served as Associate Dean of the College of Business, after which she returned to a faculty position.

Dr. Tanguay has authored or co-authored more than 15 articles, cases, and technical grant reports. Her publications have been cited by scholars more than 200 times (as reported by Google Scholar). Demonstrating her commitment to student research endeavors, three of her co-authors were EMU students, including a McNair Fellow. One of Dr. Tanguay's recent co-authored cases was awarded second place as a "best case" by the *Case Research Journal*, the prestigious business case journal of the North American Case Research Association. Since 2018, Dr. Tanguay has served on the editorial board of the *Case Research Journal* after many years as an ad hoc reviewer for the *Journal*.

In her faculty role, Dr. Tanguay served on multiple COB and University-wide Committees. These include ten years on the COB Faculty Advisory Council, serving as chair or co-chair for seven of those years. She was an active member on two Dean's Search Committees and three Department Head Search Committees and co-chaired the MBA Review Committee. Dr. Tanguay served on the COB's Ethics and Professional Development Committee for fifteen years, where she contributed to developing a Professionalism curriculum and the COB Ethos and Professionalism statements. At the request of Provost Collins, she rebuilt the University Human Subjects Review Committee (UHSRC) and aligned it with federal regulations. This encompassed developing new structures, policies, and processes. Dr. Tanguay also co-chaired the UHSRC for three years. During the summers of 2020 and 2021, she served on the EMU Staff Remote Work and Return to Work Policy Committees. Further, Dr. Tanguay has served

on several Management Department committees, including the Personnel, Instructional Effectiveness, and MSHROD program committees. She has also served on the COB and Management Department Grade Grievance Committees.

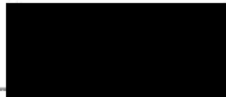
Dr. Tanguay's teaching and consulting expertise is in Organizational Design and Change Management and other Management and Human Resource Management areas. She has consulted with numerous global and domestic clients. She has worked as an executive coach to many corporate leaders to help strengthen their executive and leadership effectiveness. Dr. Tanguay co-delivered programs at the UM Ross School of Business Executive Education Center. She also helped develop and taught the Inforum Leadership Development Program. She is certified in the Emotional and Social Competency Inventory and the Management Research Group's Leadership Effectiveness Assessment. In addition, she has been certified as a Senior Professional in Human Resource Management (SPHR) for over 20 years.

Dr. Tanguay is known as a caring teacher with high expectations for her students. She has taught a wide range of classes at EMU, including Organizational Behavior (undergraduate and graduate), Strategic Human Resources Management (graduate and undergraduate), Current Issues in Human Resource Management (undergraduate), Management-Union Relations (graduate and undergraduate), Business Strategy (undergraduate), Organizational Design and Strategy (graduate), Organizational Development (undergraduate), and Practicum in Human Resource Management and Organizational Development (graduate). She has served on five doctoral committees in the EMU College of Technology and one in the Department of Psychology. Dr. Tanguay's love of teaching and working closely with students is illustrated by her co-mentoring of two students who recently were accepted into doctoral programs where they are pursuing their doctorates in Industrial Psychology.

Dr. Tanguay has won numerous department awards in teaching, research, and service during her career at EMU. She has twice won the COB Teaching award. She also received the EMU Alumni Teaching Award. These recognitions by peers and students demonstrate the consistent emphasis on quality Dr. Tanguay maintained throughout her faculty career.

Given her numerous accomplishments, I wholeheartedly endorse the application for Emeritus status for Dr. **Denise Marie Tanguay**. I would be glad to discuss any aspect of this letter with you if you have any questions.

Sincerely,



Ratan Dheer

Ratan Dheer, PhD, MBA, MS
Chair, Advisory Committee, Department of Management
Associate Professor of Management
College of Business
512 Hill Hall
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EASTERN MICHIGAN UNIVERSITY
Academic and Student Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department or School of Management recommends the awarding of **Emeritus Faculty Status** for the following retiring/retired faculty member:

Name of Faculty Member: Lorraine M. Uhlener (previously Lorraine U. Hendrickson)

Current Status/Rank at EMU: Retired at full professor level



Date of Hire at EMU: 9/1981 Retirement Date: 08/2001

Number of Years at EMU: 21 (Minimum of 15 years of service required)

Degree(s)/Institutions
 Doctoral: University of Michigan Ann Arbor
 Masters: University of Michigan Ann Arbor; University of Leiden, Leiden, the Netherlands
 Baccalaureate Radcliffe College, Harvard University

Please Attach a Brief Statement of Support to this 2 page application

Emeritus Faculty status is contingent upon the approval of the Board of Regents. Candidates, once approved, will be awarded Emeritus status after their official retirement date. This information will be kept on file in the Provost's Office.

Recommended by	<u>David Victor</u>	Date	<u>06/22/23</u>
			
	<u>Joy E. Beatty</u>	Date	<u>06/22/23</u>
Department Head		Date	<u>6/28/23</u>
			<u>9-29-2023</u>
Provost	<u>0</u>	Date	<u>9/15/23</u>
			<u>Date Submitted to Board of Regents</u>

Please continue to page 2 of this application.

June 20, 2023

To Whom It May Concern:

I strongly support Prof. Lorraine M. Uhlaner's Emeritus status application to Eastern Michigan University for the Board of Regents' consideration and approval. Prof. Uhlaner and I were colleagues together in the Department of Management at EMU after my joining in 1985 until her departure in 2001. Please note that during the 12 years in which we worked together, I knew her as Lorraine Uhlaner Hendrickson (the name she used during her time at EMU).

In this letter, I wish to share some of the many significant contributions Prof. Uhlaner made throughout her career here at EMU. These represent contributions to her home Department of Management, to the College of Business, and to the university as a whole. These contributions had a major impact both on faculty and students, as well as to the broader academic and nonacademic community.

Aside from Prof. Uhlaner's regular teaching responsibilities, her contributions to EMU, its students, and the broader community were extensive. Early in her career, for example, for department and college, she led a College of Business faculty-wide committee to develop the first Entrepreneurship major at EMU. She also served on a four-person task force for the initial creation of a COB Microcomputer Laboratory. Furthermore, she served on the Faculty Advisory Council as an at-large member (1982-1984) and as a faculty liaison to the COB Development Board. Prof. Uhlaner also spoke as an invited member of several panels for the broader community, including the Pioneering Women Symposium at Albion College (1982), the Citizen's Association for Area Planning (1982), and the Ypsilanti Resource Center.

As Associate Professor (1986-1991), Prof. Uhlaner continued to make significant contributions to both the school and the community. Of particular importance, Prof. Uhlaner was the founding director of the EMU Center for Entrepreneurship. In this capacity, she received a grant from the state of Michigan to launch the Presidents' Forum for CEOs and entrepreneurs of small to medium-sized firms in the region. In addition, she headed the research project for the Center for Entrepreneurship, *Managing the Growing Firm*, funded by the State of Michigan's Pension Fund, which resulted in several publications, including two books. I have attached an appendix to this letter as an appendix a list of primary publications during Prof. Uhlaner's time at EMU.

Beyond her basic teaching, Prof. Uhlaner contributed to EMU's students' extracurricular life and career development. She applied for and received funding from the Coleman Foundation to simulate entrepreneurship awareness in college students (1997-1999), which included the organizing of a state-wide conference for students and an EMU competition for Student Entrepreneur of the Year, inspiring many of these students to later careers as entrepreneurs.

EMU's Department of Management recognized Prof. Uhlaner's achievements in stimulating entrepreneurship as an area of study (including the successful establishment of the entrepreneurship major) by presenting her with its Distinguished Service Award for 1999. Aside from her teaching and service, Prof. Uhlaner also launched her research career during this period, publishing several articles and books, several drawing from her work while director of

research at the Center for Entrepreneurship with the research work carried out at the Center for Entrepreneurship later published as a book co-authored with Dr. John Psarouthakis. (Hendrickson and Psarouthakis, 1992, see Appendix).

In summary, Prof. Uhlauer has my highest recommendation. Her many contributions to EMU, its students, and the broader community during her employment at EMU are worthy of awarding her Emeritus status from Eastern Michigan University. I hope you agree.

Sincerely,



David Victor, Ph.D.
Full Professor of Management and International Business





EASTERN MICHIGAN UNIVERSITY
Academic and Student Affairs

EMERITUS FACULTY STATUS RECOMMENDATION

The Department or School of Business (Management) recommends the awarding of
Emeritus Faculty Status for the following retiring/retired faculty member:

Name of Faculty Member: Dr. Fraya Wagner-Marsh

Current Status/Rank at EMU: Professor

Date of Hire at EMU: August 1982 Retirement Date: August 31, 2023

Number of Years at EMU: 41 Years (Minimum of 15 years of service required)

Degree(s)/Institutions Doctoral: University of Memphis

Masters: University of Memphis

Baccalaureate University of Memphis

Please Attach a Brief Statement of Support to this 2 page application

Emeritus Faculty status is contingent upon the approval of the Board of Regents. Candidates, once approved, will be awarded Emeritus status after their official retirement date. This information will be kept on file in the Provost's Office.

Dr. Ratan Dheer Jan. 30, 2023
Recommended by (please print) Date

[Redacted] 07/13/23
Department Head Date

[Redacted] 7/13/23
Dean Date

[Redacted] 9/15/23
Provost Date

9-29-2023
Date Submitted to Board of Regents

Please continue to page 2 of this application.

Jan 30, 2023

Letter of Support for Dr. Fraya Wagner-Marsh's Application for Emeritus Status

I am writing this letter to support the application for Emeritus status in the Department of Management for Dr. Fraya Wagner-Marsh. Following her active service as a faculty member and department head, Dr. Wagner-Marsh is a most deserving recipient of Emeritus status based on the great number of accomplishments made toward Eastern Michigan University, the College of Business, and the Department of Management during her forty-one years long career at this institution.

Dr. Wagner-Marsh is an exceptionally well-regarded and respected faculty member of the Department of Management among both her colleagues and students based on her teaching, scholarly and service activities.

Dr. Wagner-Marsh's service contribution to the Management department, College of Business, the University and the local community has been very impressive. In 2021, Dr. Wagner-Marsh received the EMU ACE Excellence in Women's Leadership Award for her significant contributions at Eastern and the surrounding community. Dr. Wagner-Marsh served as the Management Department Head at Eastern Michigan University from 2000 - 2018. She started the EMU Society for Human Resource Management (SHRM) student chapter in 1993. She has remained the faculty advisor of the student chapter since then and is still very actively involved. Under her guidance, the chapter has won the Superior Merit Award for 22 years in a row. The chapter won the Top Ten award (highest award) five out of six years (2000-2007). After SHRM switched to the Outstanding Student Chapter Award as the higher award, EMU chapter has won the outstanding award more than eleven times since 2007.

Dr. Wagner-Marsh is involved with national SHRM as well as the local SHRM chapters. She was the HR Certification Liaison on Greater Ann Arbor SHRM Board for six years. She has served as the past-president of the Detroit SHRM local professional chapter. She has served on the SHRM Advisor Task Force. She is also the Director of the EMU SHRM Learning System preparatory courses that offers preparatory courses for HR Professionals in the local area. Dr. Wagner-Marsh also facilitates several of these modules each year. She also coordinates a series of Strategic HR non-credit courses that are offered for recertification for HR Professionals. Besides being involved in SHRM activities, Dr. Wagner-Marsh also served on the Advisory Board for Skyline High School and is an American Cancer Society Pacesetter volunteer for Making Strides Cancer Walk.

Another notable contribution has been Dr. Wagner-Marsh's involvement with the MSHROD program of which she served as the Director or Co-Director from 1997 - 2022. She has also served on many committees at the Department (e.g., Department Advisory Committee; Department Personnel Committee; Department Curriculum Committee); the College (e.g., COB

Strategic Planning Committee; COB Associate Dean Search Committee; COB Dean Search Committee); and the University (e.g., School Directors/Department Heads at EMU Steering Committee; University Search Committee for CHRO; University Educational Environment and Facilities Committee ; University Extended Programs Advisory Committee) levels.

Dr. Wagner-Marsh's scholarly contribution in the field of Management is impressive with over 50 publications, books, edited volumes, journal articles, conference presentations, and conference proceedings that span her career as a scholar and researcher. Her articles have appeared in several high-impact journals such as International Journal of Management and Human Resources, Journal of Managerial Issues, Journal of Managerial Psychology, and Work and Spirit just to name a few. Dr. Wagner-Marsh is not only a prolific researcher who has contributed significantly to the field of Management, but her research interests also intersect and overlap with many faculty within the Department of Management, many of whom she has co-authored with.

Dr. Wagner-Marsh is also a great instructor. Her approach to teaching combines her caring attitude toward people with a high standard of conduct and achievement. She has spearheaded the MSHROD China program and has taught in that program for several years. Over the course of her tenure at EMU, she has taught several undergraduate and graduate courses, such as, Compensation Administration, Union-Management Relations, Current Issues in HRM and Human Resource Management.


Apart from research, teaching and service engagements, Dr. Wagner-Marsh is actively involved with the academic community. She regularly reviews manuscripts for academic conferences and high impact peer-reviewed journals. In closing, I wish to reiterate that Dr. Wagner-Marsh is an outstanding scholar, teacher, and researcher as evidenced by her many contributions over her 41-year career at EMU.

I wholeheartedly endorse the application for Emeritus status for Dr. Wagner-Marsh. I would be glad to discuss any aspect of this letter with you further should you have any questions.

Sincerely,



Anushri Rawat

Anushri Rawat, PhD., SPHR, SHRM-SCP
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Ph: 
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