

# Forrest V. Morgeson III, Ph.D.

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**Forrest V. Morgeson III** (Ph.D., University of Pittsburgh) is Director of Research at the American Customer Satisfaction Index (ACSI) in Ann Arbor, Michigan. As Director of Research, Dr. Morgeson is responsible for managing ACSI's academic research, advanced statistical modeling and analysis, and the company's international projects and licensing program (Global CSI™). Dr. Morgeson also holds the position of Clinical Professor in the Department of Marketing at Michigan State University.

Dr. Morgeson's research focuses on consumer satisfaction, citizen satisfaction with government services, e-government, cross-national marketing, and the relationship between marketing and firm financial performance. His research has been published in the leading journals in both administration and marketing, including: *Journal of Marketing*; *Journal of Marketing Research*; *Marketing Science*; *Journal of Service Research*; *Journal of the Academy of Marketing Science*; *Journal of Retailing*; *International Journal of Research in Marketing*; *Journal of International Marketing*; *Public Administration Review*; *Journal of Public Administration Research & Theory*; *International Review of Administrative Sciences*; *Electronic Government*; *Government Information Quarterly*; and *Journal of Computer Information Systems*. Dr. Morgeson's book, *Citizen Satisfaction: Improving Government Performance, Efficiency, and Citizen Trust* (Palgrave Macmillan), was released in 2014. In addition, over the past twenty years Dr. Morgeson has consulted with dozens of corporations and government agencies on consumer and citizen satisfaction topics and has delivered lectures and presentations in nearly 50 countries around the world. Morgeson is regularly quoted and featured in print and radio media, including NBC News, CBS News, CNN, the Washington Post, The Hill, and Forbes, among many others.

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## PROFESSIONAL EXPERIENCE

### **American Customer Satisfaction Index, LLC**

2009-Present: Director of Research and Global CSI Manager

- Director of Research: Responsible for managing all academic research and advanced statistical analysis for the American Customer Satisfaction Index
- Global CSI Manager: Responsible for recruiting, managing, and training ACSI international partner organizations through ACSI's Global CSI™ program. Country-groups managed and trained include Australia, Barbados, China, Colombia, Dominican Republic, Honduras, India,

Indonesia, Kuwait, Malaysia, Mexico, Peru, Puerto Rico, Saudi Arabia, Serbia, Singapore, South Africa, South Korea, Turkey, Vietnam, and the United Kingdom.

- Customer Satisfaction Project Management: Responsible for managing domestic and international custom research projects for ACSI, including questionnaire design, data collection, specialized complex model building and statistical analysis, report production, and the presentation of deliverables

### **Michigan State University, Department of Marketing**

2016-Present: Instructor in the Department of Marketing

- Awarded “Instructor Excellence Award for the Executive MBA Program,” 2018

### **Eastern Michigan University, Department of Political Science**

2002-2013: Adjunct Professor of Political Science

### **University of Michigan, Stephen M. Ross School of Business**

2002-2009: Research Scientist & Lead Statistician, National Quality Research Center

### **CFI Group International**

2008-2009: Project Manager and Consultant

- Worked on-site and managed multiple stages of a cross-national CSI tracking study for a large, multi-national African telecommunications company

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## **PUBLICATIONS & SCHOLARLY ACTIVITIES**

### **I. Books and Book-Length Manuscripts**

1. Fornell, Claes, Forrest V. Morgeson III, G. Tomas M. Hult, and David VanAmburg (2019). *The Reign of the Customer: Customer-Centric Approaches to Improving Satisfaction*. (Manuscript in Progress, Under Contract with Palgrave MacMillan)
2. Morgeson III, Forrest V. (2014). *Citizen Satisfaction: Improving Government Performance, Efficiency, and Citizen Trust*. N.Y., N.Y.: Palgrave MacMillan.
3. Bryant, Barbara, Claes Fornell and Forrest V. Morgeson III (2008). *American Customer Satisfaction Index Methodology Report*. Milwaukee, WI: American Society for Quality.
4. Fornell, Claes, David VanAmburg, Forrest V. Morgeson III, et al. (2005). *The American Customer Satisfaction Index at 10 Years*. Ann Arbor, MI: Stephen M. Ross School of Business.

5. Morgeson III, Forrest V. (2005). *Reconciling Democracy and Bureaucracy: Towards a Deliberative-Democratic Theory of Bureaucratic Accountability*. Ph.D. Dissertation. Pittsburgh, PA: University of Pittsburgh.

## **II. Peer-Reviewed Journal Articles and Book Chapters**

1. Whitaker, Jonathan, M.S. Krishnan, Claes Fornell and Forrest V. Morgeson III. "How Does Customer Service Offshoring Impact Customer Satisfaction?" Accepted for Publication in *Journal of Computer Information Systems*.
2. Hult, G. Tomas M., Pratyush Sharma, Forrest V. Morgeson III and Yufei Zhang. "Antecedents and Consequences of Customer Satisfaction: Do They Differ Across Online and Offline Purchases." Accepted for Publication in *Journal of Retailing*.
3. Sharma, Pratyush, Forrest V. Morgeson III, Sunil Mithas and Salman Aljazzaf. "An Empirical and Comparative Analysis of E-Government Performance Measurement Models: Model Selection via Explanation, Prediction, and Parsimony." Accepted for Publication in *Government Information Quarterly*.
4. Fornell, Claes, Forrest V. Morgeson III and Tomas Hult (2016). "Stock Returns on Customer Satisfaction Do Beat the Market: Gauging the Effect of a Marketing Intangible." *Journal of Marketing*, 80(5), 92-107.
5. Fornell, Claes, Forrest V. Morgeson III and Tomas Hult (2016). "An Abnormally Abnormal Intangible: Stock Returns on Customer Satisfaction." *Journal of Marketing*, 80(5), 122-125.
6. Hult, G. Tomas M., Forrest V. Morgeson III, Neil A. Morgan, Sunil Mithas and Claes Fornell (2016). "Do Managers Know What Their Customers Think and Why?" *Journal of the Academy of Marketing Science*, 45(1), 37-54.
7. Lariviere, Bart, Timothy L. Keiningham, Lerzan Aksoy, Atakan Yalcin, Forrest V. Morgeson III and Sunil Mithas, (2016). "Modeling Heterogeneity in The Satisfaction, Loyalty Intention and Shareholder Value Linkage: A Cross-Industry Analysis at the Customer and Firm Level." *Journal of Marketing Research*, 53(1), 91-109.
8. Morgeson III, Forrest V., Tomas Hult and Pratyush Nidhi Sharma (2015). "Cross-National Differences in Consumer Satisfaction: Mobile Services in Emerging and Developed Markets." *Journal of International Marketing*, 23(2), 1-24.
9. Keiningham, Timothy L., Forrest V. Morgeson III, Lerzan Aksoy and Luke Williams (2014). "Service Failure Severity, Customer Satisfaction, and Market Share: An Examination of the Airline Industry." *Journal of Service Research*, 17(4), 415-431.

10. Morgeson III, Forrest V. (2013). "Expectations, Disconfirmation and Citizen Satisfaction with the U.S. Federal Government: Testing and Expanding the Model." *Journal of Public Administration Research & Theory*, 23(2), 289-305.
11. Morgeson III, Forrest V., David VanAmburg and Sunil Mithas (2011). "Misplaced Trust? Exploring the Structure of the E-Government-Citizen Trust Relationship." *Journal of Public Administration Research & Theory*, 21(2), 257-283.
12. Morgeson III, Forrest V., Sunil Mithas, Timothy L. Keiningham and Lerzan Aksoy (2011). "An Investigation of the Cross-National Determinants of Customer Satisfaction." *Journal of the Academy of Marketing Science*, 39(2), 198-215.
13. Morgeson III, Forrest V. (2011). "Comparing Determinants of Website Satisfaction and Loyalty across the e-Government and e-Business Domains." *Electronic Government: An International Journal*. 8(2/3), 164-184.
14. Morgeson III, Forrest V. and Claudia Petrescu (2011). "Do They All Perform Alike? An Examination of Perceived Performance, Citizen Satisfaction and Trust with U.S. Federal Agencies." *International Review of Administrative Sciences*, 77(3), 451-479.
15. Morgeson III, Forrest V. (2011). "E-Government Performance Measurement: A Citizen-Centric Approach in Theory and Practice." In *E-Governance and Cross-boundary Collaboration: Innovations and Advancing Tools*, Chen, Y.C. and P.Y. Chu (Eds.). Hershey, PA: IGI Global, 150-165.
16. Morgeson III, Forrest V. and Sunil Mithas (2009). "Does E-Government Measure up to E-Business? Comparing End-User Perceptions of U.S. Federal Government and E-Business Websites." *Public Administration Review*, 69(4), 740-752.
17. Fornell, Claes, Sunil Mithas and Forrest V. Morgeson III (2009). "The Statistical Significance of Portfolio Returns." *International Journal of Research in Marketing*, 26(2), 162-163.
18. Fornell, Claes, Sunil Mithas and Forrest V. Morgeson III (2009). "The Economic and Statistical Significance of Stock Returns on Customer Satisfaction." *Marketing Science*, 28(5), 820-825.
19. Barcellos, Paulo and Forrest V. Morgeson III (2009). "O Valor Financeiro da Satisfação do Cliente: Reflexões em Nivel Macro e Microeconômico." In *Administracao Mercadologica: Teoria e Pesquisas – Volume 3*. Universidade de Caxias do Sul: Brasil.
20. Fornell, Claes, Sunil Mithas, Forrest V. Morgeson III and M.S. Krishnan (2006). "Customer Satisfaction and Stock Prices: High Returns, Low Risk." *Journal of Marketing*, 70(1), 3-14.

### **III. Work in Progress or Under Review, Conference Proceedings, and Book Reviews**

Morgeson III, Forrest V., Tomas Hult, and Timothy L. Keiningham (2018). "Can They Hear Us Now? A Large-Sample Longitudinal and Cross-Sectoral Examination of Customer Complaint Management and Loyalty." [Revise and Resubmit]

Morgeson III, Forrest V. (2008). "Determinants of Website Satisfaction and Loyalty: Comparing E-Business and U.S. Federal E-Government Models." In *Proceedings of the 8th European Conference on e-Government*, 403-414. [Conference Proceedings]

Bryant, Barbara, Forrest V. Morgeson III and Reg Baker (2011). "Does Interview Mode Matter? Comparing Satisfaction Results across Internet and RDD Samples." *66th Annual American Association for Public Opinion Research Conference*. [Conference Paper]

Morgeson III, Forrest V. and Claudia Petrescu (2010). "Do They All Perform Alike? An Examination of Citizen Satisfaction, Trust and Confidence with U.S. Federal Agencies." *68th Annual Meeting of the Midwest Political Science Association*. [Conference Paper]

Bryant, Barbara E., Forrest V. Morgeson III, Reginald Baker and David VanAmburg (2008). "Does Including Cell Phone Respondents in a RDD Sample Survey Affect the Dependent Variable? The Case of the American Customer Satisfaction Index." Paper presented to the *American Association of Public Opinion Research*. [Conference Paper]

Morgeson III, Forrest V. (2005). "The Centrality of Public Administration in the Normative Democratic Theory of Jürgen Habermas." *63rd Annual Meeting of the Midwest Political Science Association*. [Conference Paper]

Morgeson III, Forrest V. (1999). "Review of Deliberative Democracy: Essays on Reason and Politics." *Constellations*, 6(2), 253-257. [Book Review]

### **IV. Peer Reviewer**

- Journal of the Academy of Marketing Science (Editorial Review Board)
- Public Administration Review
- Public Administration
- Journal of Public Administration Research & Theory
- International Review of Administrative Sciences
- Local Government Studies
- Public Performance and Management Review
- Journal of International Marketing
- Public Management Review
- Journal of Business Research
- Social Science Computer Review
- The Services Industries Journal

## MEDIA INTERVIEWS AND PUBLICATIONS

Myers, Kristin. "American satisfaction in government slips, but still remains strong," *Yahoo! Finance*. January 31<sup>st</sup>, 2019.

Mitchell, Billy. "Federal customer satisfaction drops in 2018, likely to continue after shutdown," *FedScoop.com*. January 30, 2019.

Konkel, Frank. "Customer Satisfaction Drops Across Federal Government," *NextGov.com*. January 29, 2019.

Morgeson III, Forrest V. "Low unemployment could hurt the holiday shopping season," *RetailDive.com*. October 26, 2018.

Morgeson III, Forrest V. and David VanAmburg. "Low levels of citizen satisfaction point to a blue-wave midterm," *The Hill*. October 25, 2018.

"How Satisfied Are Customers Around The World, And What Do We Expect For The Near Future?," *Michigan Business Network*, Lansing, Michigan. October 12, 2018. [Radio Interview]

"U.S. Heading Toward An Economy With Unsatisfied Customers— And Voters," *Michigan Business Network*, Lansing, Michigan. October 12, 2018. [Radio Interview]

Kline, Daniel. "Will Low Unemployment Lead to Lousy Customer Service?" *The Motley Fool*. September 27, 2018.

Morgeson III, Forrest V. and Tomas Hult. "US heading toward an economy with unsatisfied customers — and voters," *The Hill*. September 18, 2018.

Paquette, Danielle. "How do you know the economy is great? Customer service is terrible," *Washingtonpost.com*. September 4, 2018.

Morgeson III, Forrest V. and A.J. Singh. "Benchmarking Hotel Guest Satisfaction and Experiences," *Hotel News Now*. August 7, 2018.

Elliott, Christopher. "These Companies Have the Best Customer Service," *Forbes.com*. July 11, 2018.

Thomas, Steff. "Federal agencies score all-time high on customer satisfaction survey," *Federalnewsradio.com*. February 2, 2018. [Article and Radio Interview]

Konkel, Frank. "Citizen Satisfaction with Government Reaches 11-Year High," *NextGov.com*. February 1, 2018.

Atiyeh, Clifford. "Can't Get No—What? Appliances Are More Satisfying Than Cars?" *Caranddriver.com*. September 4, 2017.

"Consumidor Hondureño No Es Leal a Los Marcos," *LaPrensa.hn*. May 22, 2017. "UNITEC y AMCHAM lanzan importante estudio de satisfacción del consumidor," *blog.UNITEC.edu*. May 22, 2017.

Rogoway, Mike. "Comcast says customer service overhaul is showing results," *OregonLive.com*. April 23, 2017.

Weisbaum, Herb. "Stuck on Hold? The Worst Offenders Include Apple, Amazon, Airlines," *NBCNews.com*. December 14, 2016.

Ode, Kim. "Are Consumer Rating Surveys Driving You Nuts? You're Not Alone — Survey Fatigue is Scoring a 10," *StarTribune.com*. October 29, 2016.

Parker, Kristin. "Beat the Stock Market by Satisfying Customers," *MSUToday.edu*. August 6, 2016.

Farrell, Mike. "Cable Op Chafes at ACSI Placement," *MultiChannel.com*. June 6, 2016.

Baar, Aaron. "Telecom Customer Satisfaction Improving, Slightly," *MediaPost.com*. June 1, 2016.

Fernandez, Bob. "Comcast service ratings are better, but still low," *Philly.com*. June 1, 2016.

Kline, Daniel. "These Companies Have the Least Satisfied Customers in the United States," *Motley Fool*. June 1, 2016.

Peralta, Katherine. "Customer satisfaction improves for cable, internet providers," *Charlotte Observer*. June 1, 2016.

Gollayan, Christian. "The Three Worst Airlines in America," *NYPPost.com*. April 27, 2016.

Silver, Kate. "We all love to complain about airlines, but customer satisfaction is at an all time-high," *WashingtonPost.com*. April 26, 2016.

Vasel, Kathryn. "America's Most Hated Retailer Is...," *CNNMoney.com*. February 24, 2016.

Peralta, Katherine. "Here's how Charlotte retailers rank in customer satisfaction," *The Charlotte Observer*. February 23, 2016.

Heckman, Jory. "Satisfaction with federal government services hits new low," *Federal News Radio*. February 2, 2016.

"The Think Tank with Garland Robinette," *WWL-AM 870*, New Orleans, LA. January 28, 2016. [Radio Interview]

"Survey Finds Americans Hate the Government," *KTRH-AM 740*, Houston, TX. January 27, 2016. [Radio Interview]

Hill, Catey. "Why Americans are fed up with the government," *MarketWatch.com*. January 26, 2016.

Picchi, Aimee. "Americans hate the U.S. government more than ever," *CBSNews.com*. January 26, 2016.

Klie, Leonard. "Slumping Customer Satisfaction Takes a Toll on the Economy," *CRM.com*. December, 2015.

"America's favorite fast food chain is Chick-fil-a while McDonald's is at the bottom of the heap in new survey," *DailyMail.com*. July 5, 2015.

Picchi, Aimee. "5 most loved and hated fast-food restaurants," *CBSNews.com*. June 30, 2015.

Vasel, Kathryn. "America's favorite fast food chain is..." *CNNMoney.com*. June 29, 2015.

"Is Quality or Cost More Essential for Customer Satisfaction Globally?," *Michigan Business Network*, Lansing, Michigan. June 10, 2015. [Radio Interview]

Elliott, Christopher. "Customer satisfaction with airlines is actually at a 20-year high, survey finds," *Fortune.com*. April 20, 2015.

Segall, Eli. "Allegiant Air lags in passenger satisfaction survey," *Vegasinc.com*. April 20, 2015.

Lovitt, Rob. "Airline customer satisfaction gets a tiny bit better," *NBC.com*. April 20, 2015.

"Implications for Public Administrators Worldwide," *Michigan Business Network*, Lansing, Michigan. February 26, 2015. [Radio Interview]

"Global CSI and the Global Marketplace," *Michigan Business Network*, Lansing, Michigan. February 18, 2015. [Radio Interview]



Axelrad, Jacob. "With Internet outage, anger rises over proposed Time Warner-Comcast merger," *Christian Science Monitor*. August 27, 2014.

Hill, Catey. "The most hated car company in America is," *MarketWatch.com*. August 27, 2014. [Newspaper and Television Interview].

Bennett, Jeff. "Automotive Customer Satisfaction Dips for Second Straight Year," *Wall Street Journal*. August 26, 2014.

Lutz, Hannah. "Asian, European brands dominate satisfaction survey, but U.S. brands close gap," *Automotive News*. August 26, 2014.

Horovitz, Bruce. "Not-So-Happy Meal: McDonald's Satisfaction Lags," *USA Today*. June 19, 2014.

Morgeson III, Forrest V. and A.J. Singh. "Ritz-Carlton, JW Marriott tops in satisfaction," *Hotel News Now*. May 1, 2014.

Garcia, Ben. "Service Hero Reaches Partnership with ACSI," *Kuwait Times*. February 18, 2014.

Thibodeau, Patrick. "Benchmarking Healthcare.gov: A homepage in 3 seconds, but then a failure," *Computerworld*. November 5, 2013.

Diaz, Alex. "For a more competitive Puerto Rico, create more satisfied customers," *Caribbean Business* (San Juan, Puerto Rico). September 19, 2013.

Custodio, Marie. "Índice económico usa satisfacción del cliente," *El Nuevo Día* (San Juan, Puerto Rico). September 11, 2013.

Kantrow, Michelle. "Anderson Research Puerto Rico launches new index," *Newsismybusiness.com* (San Juan, Puerto Rico). September 9, 2013.

Morphy, Erika. "Car Makers Face an Increasingly Bumpy Road," *CRMBuyer.com*. August 30, 2013.

Azok, Dawn K. "Detroit automakers losing ground to foreign nameplates in new customer satisfaction survey," *The Huntsville Times*. August 27, 2013.

Slack, Donovan. "Lawmakers push Obama administration on customer service," *Gannett.com*. August 7, 2013.

Prezant, Jonathan. "Customer Satisfaction Shifts in Travel and Leisure Vertical," *DMNews.com*. June 20, 2013.

Karp, Greg. "Study shows airlines don't rank high in customer satisfaction," *Chicago Tribune*. June 18, 2013.

Donner, Francesca. "The Industries Americans Love to Hate," *WSJ.com*. June 18, 2013.

Wharton, Stephanie. "US Payroll Tax Hike Could Hit Hotels," *Hotel News Now*. February 8, 2013.

"Citizen Satisfaction with Federal Services," *Federal News Radio*, 1500 AM. Washington, D.C. February 6, 2013. [Radio Interview]

Morgeson III, Forrest V. and A.J. Singh. "Comparing Customer Satisfaction across Sectors," *Hotel News Now*. October 5, 2012.

Morgeson III, Forrest V. and A.J. Singh, "Hotel Customer Satisfaction Hits Record High," *Hotel News Now*. July 9, 2012.

Aho, Karen. "2012 Customer Service Hall of Shame," *MSN Money*. July 9, 2012.

Morgeson III, Forrest V. and A.J. Singh, "Hotel Guest Satisfaction Scores Raise Stakes," *Hotel News Now*. March 21, 2012.

Morphy, Erika, "Satisfaction Survey: Airlines, Fast-Food Joints Less Despised," *TechNewsWorld.com*. June 21, 2012.

Chacko, Sarah, "Survey: Satisfaction with Federal Services Climbs, Trust Sags," *Federal Times*. January 19, 2012.

Lee, Jolie, "Citizen Satisfaction with Federal Services Slightly up in 2011," *Federal News Radio*, 1500 AM. Washington, D.C. January 19, 2012. [Article and Radio Interview]

Keizer, Gregg, "Apple drubs rivals in satisfaction survey eighth year running," *ComputerWorld*. September 20, 2011.

Aaron Barr, "Customer Satisfaction with Computers is Unchanged," *Marketing Daily*. September 20, 2011.

David Perera, "Public satisfaction with federal websites outpaces satisfaction with services," *FierceGovernmentIT.com*. January 26, 2011.

Suzanne Kutoba, "Survey: Citizen Satisfaction Plunges," *Federal News Radio*, 1500 AM. Washington, D.C. January 25, 2011. [Radio Interview]

Nicole B. Johnson, "Citizens Less Satisfied with Government Services, Survey Finds," *Federal Times*. January 25, 2011.

Michael Finney, "The Michael Finney Show," *KGO Newstalk*, 810 AM, San Francisco, CA. May 22, 2010. [Radio Interview]

David Alire Garcia, "State follows trend to virtual government: E-government promises enhanced services often at a lower cost." *Michigan Messenger*. January 29, 2010.

Brandon Chew, "Be aware of CSI nuances: panel." *The Business Times* (Singapore). July 31, 2009.

"Customer Satisfaction adalah 'Key Driver.'" *Marketing* (Jakarta, Indonesia). September, 2008.

"Bisnis penyedia indeks konsumen tumbuh 30%." *Bisnis Indonesia* (Jakarta, Indonesia). August 14, 2008.

Mary Mosquera, "Customer satisfaction with e-gov falls." *FCW.com*. December 20, 2007.

"Índice de Satisfacción del Cliente se ha medido en Colombia." *Mercado de Dinero* (Colombia, SA). August, 2007.

Ignacio Gomez Escobar, "Clientes dicen estar satisfechos con vehículos y supermercados." *Dinero.com* (Colombia, SA). August 23, 2007.

David Ranii, "Satisfaction boosts revenue: Banks try to stand out from the pack by focusing on customer service." *The News & Observer* (North Carolina). July 4, 2007.

Michael Brush, "Happy customers, good stocks." *MSNMoney.com*. May 30, 2007.

Antonio Velarde, "Delta boosts Albert Ellis traffic." *TCMNet.com*. May 22, 2007.

"Lower Costs Drive Utility Customer Satisfaction Improvement." *Natural Gas Intelligence*. May 21, 2007.

"Gas Utilities Fare Better Than Power in Customer Satisfaction." *NGI's Daily Gas Price Index*. May 17, 2007.

Barbara Powell, "Toyota Leads in Buyer Satisfaction; Hyundai Advances." *Bloomberg.com*. August 15, 2006.

"Hyundai Motor gets most improved mark." *Joins.com*. August 15, 2006.

## PUBLIC PRESENTATIONS

"The American Customer Satisfaction Index and its Global Partners: Improving Customer Relationships and the Bottom Line." Presented to the *Institute for Service Excellence at Singapore Management University*, Singapore. April, 2018.

"The Launch of the Australian Customer Satisfaction Index: Improving Customer Relationships and the Bottom Line." Presented at the *Australian Customer Satisfaction Index Launch Event*, Melbourne, Australia. April, 2018.

"Using Customer Satisfaction and Brand Loyalty Big Data Metrics for Beating the Markets and Index Creation." Presented at *Quantitative Work Alliance for Applied Finance, Education and Wisdom (QWAFEFW)*, New York, New York. November, 2017.

"Customer Satisfaction." Presented at the *Lansing Regional HUG Event*, Lansing, Michigan. November, 2017 [with Tomas Hult]

"The American Customer Satisfaction Index: History, Lessons, and Benefits." Presented at the *Honduras CSI Launch Event*, Tegucigalpa, Honduras. May, 2017.

"Customer Satisfaction in the Telecommunications Industries." Presented at the *CIV Breakfast Forum*, Bogota, Colombia. September, 2015.

"The American Customer Satisfaction Index." Presented to *Hexagon, Inc.*, Delhi, India. August, 2015. [A five-day series of lectures on the ACSI]

"An Overview of the American Customer Satisfaction Index." Presented at the *DNA- SACSI Launch Event*. Jeddah, Saudi Arabia. March, 2015.

"The American Customer Satisfaction Index." Presented to *Faktor Plus, Inc.*, Belgrade, Serbia. January, 2015. [A five-day series of lectures on the ACSI]

"Customer Satisfaction Measurement for Process Improvement and Profitability." Presented at the *BIBF Customer Satisfaction Workshop*, Manama, Bahrain. April, 2014.

"Citizen Satisfaction with the U.S. Federal Government: A Review of 2013 Results from ACSI." Presented at the *2014 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. April, 2014.

"American Customer Satisfaction Index: Satisfaction and Performance." Presented at the *2014 Service Hero Awards Ceremony*, Kuwait City, Kuwait. February, 2014.

"An Overview of the American Customer Satisfaction Index Project." Presented to the *Vietnam Productivity Center*, Hanoi, Vietnam. December, 2013.

"Citizen Satisfaction: Public Sector and Performance Measurement." Presented to the *Chamber of Commerce of Puerto Rico*, San Juan, Puerto Rico. September, 2013.

"Customer Satisfaction: A Key Element for an Effective Business Strategy." Presented to the *Asociación de Ejecutivos de Ventas y Mercadeo de PR (SME)*, San Juan, Puerto Rico. September, 2013.

"The American Customer Satisfaction Index: An Overview." Presented to *Korean Productivity Center*, Seoul, South Korea. April, 2013. [A two-day series of lectures on the ACSI]

"The American Customer Satisfaction Index." Presented to *Alfavia Inc.*, Lima, Peru. March, 2013. [A five-day series of lectures on the ACSI]

"Citizen Satisfaction with the U.S. Federal Government: A Review of 2012 Results from ACSI." Presented at the *2013 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. January, 2013.

"The American Customer Satisfaction Index." Presented to the *Vietnam Productivity Center*, Hanoi, Vietnam. January, 2013. [A four-day series of lectures on the ACSI]

"The American Customer Satisfaction Index: Satisfaction and Performance." Presented at the *5th International Conference of the Bahrain Quality Society*, Manama, Bahrain. December, 2012. [Keynote Speaker]

"Customer Satisfaction: Private Sector, Public Sector, and Performance Management." Presented at the *5th International Conference of the Bahrain Quality Society*, Manama, Bahrain. December, 2012.

"Guest Satisfaction Trends in the US Lodging Industry: Key Insights from the American Customer Satisfaction Index (ACSI)." Presented at the *International Hotel, Motel & Restaurant Show*, N.Y., N.Y. November, 2012.

"The American Customer Satisfaction Index: Satisfaction, Profitability, Competitiveness." Presented at the *Colegio de Estudios Superiores de Administración*, Bogota, Colombia. May, 2012.

"The American Customer Satisfaction Index: An Introduction." Presented to the *Malaysian Productivity Corporation*, Kuala Lumpur, Malaysia. February, 2012.

"Citizen Satisfaction with the U.S. Federal Government: A Review of 2011 Results from ACSI." Presented at the *2012 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. January, 2012.

“Citizen Satisfaction with Government: ACSI Theory, Models and Methods.” Presented at the *Universidad Iberoamericana*, Mexico City, Mexico. November, 2011.

“Low Risk/High Returns: Financial Returns on Customer Satisfaction.” Presented to the *Alternative Investment Group*, University of Michigan, Ann Arbor, MI. September, 2011.

“Does Interview Mode Matter? Comparing Consumer Satisfaction Results across Internet and RDD Telephone Samples.” Presented at the *66th Annual American Association for Public Opinion Research Conference*, Phoenix, AZ. May, 2011.

“The American Customer Satisfaction Index: An Introduction.” Presented at *Mars-Indonesia*, Jakarta, Indonesia. May, 2011.

“Satisfaction with U.S. Federal Government – 2010 Results from the American Customer Satisfaction Index.” Presented at the *2011 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. January, 2011.

“Citizen Satisfaction Measurement in the United States.” Presented at the *19<sup>th</sup> Annual Quality Congress, Turkish Society for Quality*, Istanbul, Turkey. November, 2010.

“Cross-National Customer Satisfaction: Research and Findings from the ACSI.” Presented at the *19th Annual Quality Congress, Turkish Society for Quality*, Istanbul, Turkey. November, 2010.

“Performance Measurement and Citizen Satisfaction: Findings from the U.S. and Applications for Global E-Government.” Presented at *Reinventing Government for a Return to Prosperity: North American Bridge to Romania and Eastern Europe*, East Lansing, MI. May, 2010.

“Panel: E-Government.” Chair and Discussant, at the *Midwest Political Science Association Conference*, Chicago, IL. April, 2010.

“Do They All Perform Alike? A Cross-Agency Examination of Determinants of Citizen Satisfaction, Trust and Confidence with U.S. Federal Agencies.” Paper presented at the *Midwest Political Science Association Conference*, Chicago, IL. April, 2010.

“Satisfaction with U.S. Federal Government – 2009 Results from ACSI.” Presented at the *2010 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. January, 2010.

“Overview of the American Customer Satisfaction Index.” Presented to the *National Initiative for Service Excellence*, Bridgetown, Barbados. November, 2009.

“Panel discussion: Global customer satisfaction indices.” At the *ISES Global Conference on Service Excellence*, Singapore. July, 2009.

"The American Customer Satisfaction Index: Results and Lessons Learned." Presented at the *ISES Global Conference on Service Excellence*, Singapore. July, 2009.

"The 2008 Contact Center Satisfaction Index." Presented at the *2009 National Conference on Operations and Fulfillment*, Las Vegas, Nevada. March, 2009.

"Satisfaction with U.S. Federal Government – Results from ACSI." Presented at the *2008 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. December, 2008.

"The American Customer Satisfaction Index – The Public Sector Model." *American Evaluation Association Annual Conference*. Denver, Colorado. November, 2008.

"Customer Satisfaction – Measurement and Managerial Applications: Lessons from the American Customer Satisfaction Index." Presented at the seminar *Customer Satisfaction Measurement*. Jakarta, Indonesia. August, 2008.

"Determinants of Website Satisfaction and Loyalty: Comparing E-Business and U.S. Federal E-Government Models." *8th European Conference on e-Government*, Lausanne, Switzerland. July, 2008.

"Satisfaction with the U.S. Federal Government." Presented to the *Workforce Development Agency (WDA)*, Singapore. March, 2008.

"The American Customer Satisfaction Index – A Roundtable Event." Presented to the *Institute for Service Excellence*, Singapore Management University, Singapore. February, 2008.

"Customer Satisfaction with U.S. Federal Government – Results of the ACSI." Presented at the *2007 Customer Satisfaction Forum*, Federal Consulting Group, Washington, D.C. December, 2007.

"Citizen Satisfaction in the United States – Methods and Findings of the ACSI." Presented at the *16th Annual Quality Congress*, Turkish Society for Quality, Istanbul, Turkey. November, 2007.

"The American Customer Satisfaction Index." Presented at Tianjin University, Tianjin, China. September, 2007. [A four-day series of lectures on the ACSI to a group of faculty and Ph.D. students]

"The American Customer Satisfaction Index." Presented at the *Customer Index Value* launch in Bogota, Colombia. August, 2007.

"Workshop: Identifying Key Elements in Measuring Government Satisfaction." Presented at the *Universidad Iberoamericana*, Mexico City, Mexico. March, 2007.

“Customer Satisfaction with the U.S. Federal Government – Methods and Findings of the ACSI.” Presented at the *Universidad Iberoamericana*, Mexico City, Mexico. March, 2007.

“Findings of the 2006 American Customer Satisfaction Index.” Presented at the *Interagency Customer Service Forum*, Federal Consulting Group, Washington, D.C. December, 2006.

“ACSI Overview: Methods, Modeling and Findings.” Presented at a Meeting of the *Turkish Society for Quality*, Istanbul, Turkey. April, 2006.

“Findings of the 2005 American Customer Satisfaction Index.” Presented at the *Interagency Customer Service Forum*, Federal Consulting Group, Washington, D.C. December, 2005.

“Citizen Satisfaction with the U.S. Federal Government.” Presented to the *Office of Public Service Reform*, Whitehall, London, U.K. June, 2005.

“Key Findings for the 2003 American Customer Satisfaction Index.” Presented at the *Interagency Customer Service Forum*, Federal Consulting Group, Washington, D.C. December, 2003.

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## EDUCATION

- Ph.D.** Political Science, University of Pittsburgh, 2005  
Major Fields: Political Theory, Public Administration  
Minor Fields: Comparative Politics, European Union
- Dissertation: *Reconciling Democracy and Bureaucracy: Towards a Deliberative-Democratic Theory of Bureaucratic Accountability*  
Dissertation Committee: Iris Young (University of Chicago), Frederick Whelan, B. Guy Peters, Michael Goodhart
- M.A.** Political Science, University of Pittsburgh, 1999  
“High Pass with Distinction”
- B.A.** Western Michigan University, 1996  
Major: Political Science  
Minor: Philosophy  
*Magna cum Laude*
- Other** University of Michigan  
Inter-University Consortium on Political and Social Research (ICPSR, 2002)  
Summer Language Institute (German Language Study, 2000)
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## OTHER SKILLS & EXPERIENCE

- Travel: I have an extensive background in international travel, both professionally and for pleasure. I have traveled to more than 50 countries in North America, South America, Europe, Africa, the Middle East, and Asia
  - Software: SPSS (Expert-level competence); SPSS-AMOS (Expert-level competence); Microsoft Office (Expert-level competence in PowerPoint, Excel, Word); XLStat; Smart PLS; SAS
  - Languages: Near fluency in Spanish; basic knowledge of German and French
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**REFERENCES:** Available upon request

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