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Revised: June 2, 2026

SUMMARY

Michael D. Johnson is Dean Emeritus and E.M. Statler Professor Emeritus at Cornell University's Nolan School of Hotel Administration and Marketing Department Chair at the Wisconsin School of Business, University of Wisconsin–Madison. An internationally recognized expert on customer satisfaction and loyalty, he has authored more than 100 academic articles and industry reports, six books, including *Customer Portfolio Management* (2025, MIT Press), and has been cited over 30,000 times. His research focuses on customer satisfaction, customer portfolio management, marketing strategy, and innovation. Dr. Johnson has held senior academic leadership roles at Cornell University (Dean, 2006–2016), Babson College (Provost, 2016–2018), and John Carroll University (President, 2018–2021), where he led faculty development, academic programs, strategic planning, fundraising, and institutional transformation. His leadership has strengthened academic quality, expanded interdisciplinary and global initiatives, supported successful accreditation efforts, and guided organizations through periods of significant change, including the COVID-19 pandemic (see

Appendix for detailed descriptions of administrative roles and accomplishments). In addition to his academic leadership, Dr. Johnson has extensive governance experience, including service on corporate and nonprofit boards. He currently serves on the Board of Directors of the Center for Professional and Executive Development at the Wisconsin School of Business and previously served on the President's International Advisory Board of BI Norwegian Business School and as an independent director of Watermark Lodging Trust.

EDUCATION

Ph.D., Behavioral Science and Marketing, University of Chicago, Booth School of Business, 1983.

M.B.A., Marketing, University of Chicago, Booth School of Business, 1980.

B.S., Economics and Psychology, University of Wisconsin-Madison, College of Letters & Science, 1978.

ACADEMIC APPOINTMENTS

Academic Advisor, Center for Customer Oriented Organizational Leadership, BI Norwegian Business School, Oslo, Norway, 2025-present.

Marketing Department Chair, University of Wisconsin-Madison, Wisconsin School of Business, 2022-present.

Visiting Scholar, University of Michigan, Stephen M. Ross School of Business, 2021-2022.

Professor of Marketing, John Carroll University, John M. and Mary Jo Boler College of Business, 2018-2022.

President, John Carroll University, 2018-2021.

Provost and Professor of Marketing, Babson College, 2016-2018.

Dean Emeritus and E.M. Statler Professor Emeritus, Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University, since 2016.

The Bradley H. Stone Dean and E.M. Statler Professor, Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University, 2006-2016.

D. Maynard Phelps Collegiate Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business, 1998-2006.

Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, 1995-2006.

Associate Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, 1987 to 1995.

Assistant Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, 1983 to 1987.

Lecturer in Marketing, University of Michigan, Stephen M. Ross School of Business, 1982 to 1983.

ACADEMIC HONORS AND AWARDS

Membership in *Alpha Sigma Nu*, the Jesuit Honor Society, awarded April 2019.

Icon and Innovator of the Year Award, for 10 years of service to the Cornell Nolan School of Hotel Administration, awarded June 2016, New York, NY.

Outstanding Paper Award, Literati Network Award for Excellence 2010, for “Joy and Disappointment in the Hotel Experience: Managing Relationship Segments,” published in *Managing Service Quality*.

Finalist, *Journal of Service Research*’s “Excellence in Service Research” Award for 2003.

Executive Book Summaries Award for publishing one of the best business books of 2000 (*Improving Customer Satisfaction, Loyalty and Profit*, co-authored by Anders Gustafsson, published by Jossey-Bass).

Best Paper Award, *Proceedings of the Annual Conference of the Academy of Marketing Science*, 2000.

Finalist, Association for Consumer Research's 1987 *JCR* Award for best *Journal of Consumer Research* contribution, 1984-1987.

Dissertation Award Winner (First Place), from Consumer Psychology Division 23 - American Psychological Association, 1984.

COURSES TAUGHT

Degree Program Courses at Wisconsin:

Marketing Strategy (BBA Program)

Foundations of Marketing Theory and Strategy (Ph.D. Program)

Executive Education Courses at Wisconsin:

Marketing Strategy (Toward Executive Management Program)
Marketing Strategy (Quad Communications Executive Development Program)
Marketing Strategy (CROPP Cooperative Executive Development Program)
Customer Centricity (Chief Marketing Officer Program)

Degree Program Courses at Cornell:

Distinguished Lectures in Hospitality Management (BS & MMH Programs)
Hospitality Management Seminar (BS Program)
Distinguished Lectures in Hospitality Management Discussion Forum (MMH Program)

Executive Program Courses at Cornell:

Competing in a Service Economy (General Managers Program)

Degree Program Courses at Michigan:

Marketing Principles (BBA Program)
Consumer Behavior (BBA & MBA Programs)
Marketing Management (MBA Program)
Marketing Management (Asia Global MBA Program) New
Product Development (MBA Program)
Customer Satisfaction Seminar (MBA Program)
Services Marketing Management (MBA Program)
Competing in a Service Economy (MBA Program)
Multidisciplinary Action Projects (MBA Program)
Global Multidisciplinary Action Projects (Asia Global MBA Program)
Behavioral Seminar on Customer Satisfaction (Ph.D. Program)
Survey of Judgment and Choice (Ph.D. Program)
Survey of Economic Psychology (Ph.D. Program)
Evolution of Marketing Theory (Ph.D. Program)

Executive Program Courses at Michigan:

The American Customer Satisfaction Research Symposium
Applied Methods in Marketing Research
Business to Business Marketing Strategies
Competing in Energy Services
Customer Satisfaction Management (taught as part of the *Joint University of Michigan - University of Maryland Program in Survey Methodology*)
Daewoo Global Executive Program
The Executive Program
Linking Customer Satisfaction, Quality and Financial Performance
Heath Care Leadership Institute: Leadership Development Program
Management Development Program
Manufacturing Executive Program
Marketing for Non-Marketing Managers
Spectrum Health: Executive Leadership Institute
SsangYong General Manager Program
Strategic Marketing Management (US, Asia, Europe, and South America)
Strategic Quality Management Program

DISSERTATION COMMITTEES (At Michigan)

Michael Tschirhart (2005, Psychology)
Jonas Matthing (2004, Karlstad University, Karlstad, Sweden – served as Opponent)
Kerimcan Ozcan (2004, Marketing)
John Godek (2003, Marketing)
Kunal Gupta (2003, McGill University, Montreal, Canada)
Line Lervik Olsen (2002, Norwegian School of Management BI, Oslo, Norway)
Seigyoung Auh (2000, Marketing)*
Utpal Dholakia (1998, Marketing)
C. V. Harquail (1995, Organizational Behavior)
John Wayne Mosser (1993, School of Education)
Steven Earl Salterio (1993, Accounting)
Daniel Raymond Horne (1993, Marketing)*
Lori Strauss Feldman (1992, Marketing)
Sandra J. Burke (1992, Marketing)*
James Paul Frantz (1992, Industrial and Operations Engineering)
Richard Paul Larrick (1991, Psychology)
Gerald Lee Lohse (1991, Computers and Information Systems)
Carol Pluzinski (1990, Marketing)
David Michael Frederick (1986, Accounting)
* Committee Chair

BOOKS

Selnes, Fred and Michael D. Johnson (2025), *Customer Portfolio Management: Creating Value with a Large Leaky Bucket of Customers*, Cambridge, MA: MIT Press.

Gustafsson, Anders and Michael D. Johnson (2003), *Competing in a Service Economy: How to Create a Competitive Advantage through Service Development and Innovation*, San Francisco, CA: Jossey-Bass.

Published in Spanish as: *Competir en una Economía de Servicios: Cómo Crear una Ventaja Competitiva por Medio del Desarrollo y la Innovación en el Servicio*, San Rafael, Mexico: Panorama Editorial.

Published in Chinese as: *Competing in a Service Economy* (translation), Beijing, China: China Labor and Social Security Publishing House.

Johnson, Michael D. and Anders Gustafsson (2000), *Improving Customer Satisfaction, Loyalty and Profit: An Integrated Measurement and Management System*, San Francisco, CA: Jossey-Bass.

Published in Japanese as: *Improving Customer Satisfaction, Loyalty and Profit* (translation), Tokyo, Japan: Diamond Publishers.

Published in Chinese as: *Improving Customer Satisfaction, Loyalty, and Profit* (translation), John Wiley & Sons and Shanghai Jiao Tong University Press.

Published in Italian as *Customer Satisfaction: Un sistema integrato di valutazione e gestione per incrementare la soddisfazione del cliente, la fedeltà e il profitto*. Guerini & Associates, Milan, Italy.

Edvardsson, Bo, Anders Gustafsson, Michael D. Johnson, and Bodil Sandén (2000), *New Service Development and Innovation in the New Economy*, Lund, Sweden: Studentlitteratur.

Johnson, Michael D. (1998), *Customer Orientation and Market Action*, Upper Saddle River, NJ: Prentice Hall.

Published in German as: *Kundenorientierung und Markthandlung*, Munich, Germany: Oldenbourg Verlag.

Johnson, Michael D., Andreas Herrmann, Frank Huber, and Anders Gustafsson (1997), *Customer Retention in the Automotive Industry: Quality, Satisfaction and Loyalty*, Wiesbaden, Germany: Gabler Verlag.

PODCASTS AND WEBINARS

Johnson, Michael D. and Stephen Shaw (July 2025), *Customer Portfolio Management: An Interview with Michael D. Johnson*, Mississauga, Ontario: Kenna. (<https://www.customerfirstthinking.ca/customer-portfolio-management-an-interview-with-michael-d-johnson-marketing-department-chair-wisconsin-school-of-business/>)

Johnson, Michael D., Fred Selnes and Abbie Lundberg (April 2025), *Building Customer Value: From Theory to Practice*, Cambridge, MA: MIT Sloan Management Review Webinar. (<https://sloanreview.mit.edu/video/building-customer-value-from-theory-to-practice/>)

Selnes, Fred and Michael D. Johnson, (March 2023), *A New Way to Manage Customer Portfolios for Maximum Value*, MIT Sloan Management Review Webinar. (<https://sloanreview.mit.edu/video/a-new-way-to-manage-customer-portfolios-for-maximum-value/>)

RESEARCH UNDER REVIEW AND IN PROGRESS

“Intangible Resources and Financial Performance: A Necessary Condition Analysis,” with Tohid Ghanbarpour and Anders Gustafsson, under 3rd round review at the *Journal of Business Research* special issue on NCA.

“On the Reciprocity and Durability of Relationships Among Intangible Assets,” with Tohid Ghanbarpour and Anders Gustafsson, under 2nd round review at the *Journal of the Academy of Marketing Science*.

"Building Customer Loyalty through Ecosystem Connectivity and Brand Relationship Adaptation", with Fred Selnes and Even Johan Lanseng, submitted to the *International Journal of Research in Marketing*.

"The ACSI as a Foundational Institution in Marketing: What We Learned and What Comes Next," with Claes Fornell, Eugene W. Anderson, Forrest V. Morgeson, and G. Thomas M. Hult, invited paper in preparation for the *Journal of Service Research*.

ARTICLES

Selnes, Fred and Michael D. Johnson (2025), "What Leaders Still Get Wrong About Customer Portfolio Management," *MIT Sloan Management Review*, 66 (3). (<https://sloanreview.mit.edu/article/what-leaders-still-get-wrong-about-customer-portfolio-management/>)

Ghanbarpour, Tohid, Lawrence A. Crosby, Michael D. Johnson and Anders Gustafsson (2024), "The Influence of Corporate Social Responsibility on Stakeholders in Different Business Contexts," *Journal of Service Research*, 27 (1), 141-155. (<https://journals.sagepub.com/doi/full/10.1177/10946705231207992>)

Selnes, Fred and Michael D. Johnson (2022), "Manage Your Customer Portfolio for Maximum Lifetime Value," *MIT Sloan Management Review*, 63 (Fall), 22-27. (<https://sloanreview.mit.edu/article/manage-your-customer-portfolio-for-maximum-lifetime-value/>)

Richter, Maximilian, Nikolaus Lang, Markus Hagenmaier, Andreas Herrmann and Michael D. Johnson (2022), "Whose Disruptions are Winning the Autonomous Driving Race? When Disruptive Innovations Come to Cities," *California Management Review Insights*. (<https://cmr.berkeley.edu/2022/06/whose-disruptions-are-winning-the-autonomous-driving-race/>)

Wittell, Lars, Anders Gustafsson and Michael D. Johnson (2014), "The Effect of Customer Information during New Product Development on Profits from Goods and Services," *European Journal of Marketing*, 48 (9/10), 1709-1730.

Johnson, Michael D., Lena L. Olsen and Tor Wallin Andreassen (2009), "Joy and Disappointment in the Hotel Experience: Managing Relationship Segments," *Managing Service Quality*, 19 (1), 4-30.

Guenzi, Paolo, Michael D. Johnson, and Sandro Castaldo (2009), "A Comprehensive Model of Customer Trust in Two Retail Stores," *Journal of Service Management*, 20 (3), 290-316.

Johnson, Michael D., Andreas Herrmann and Frank Huber (2006), "The Evolution of Loyalty Intentions," *Journal of Marketing*, 48 (April), 122-132.

- Gustafsson, Anders, Michael D. Johnson and Inger Roos (2005), "The Effects of Customer Satisfaction, Relationship Commitment Dimensions and Triggers on Customer Retention," *Journal of Marketing*, 47 (October), 210-218.
- Johnson, Michael D. and Fred Selnes (2005), "Diversifying Your Customer Portfolio," *MIT Sloan Management Review*, 46 (Spring), 11-14.
- Auh, Seigyoung and Michael D. Johnson (2005), "Compatibility Effects in Evaluations of Satisfaction and Loyalty," *Journal of Economic Psychology*, 26 (1), 35-51.
- Gustafsson, Anders and Michael D. Johnson (2004), "Determining Attribute Importance in a Service Satisfaction Model," *Journal of Service Research*, 7 (November), 124-141.
- Johnson, Michael D. and Fred Selnes (2004), "Customer Portfolio Management: Toward a Dynamic Theory of Exchange Relationships," *Journal of Marketing*, 68 (April), 1-17.
- Viswanathan, Madhu, Seymour Sudman and Michael D. Johnson (2004), "Maximal versus Meaningful Discrimination in Scale Response: Implications for Validity of Measurement of Consumer Perceptions about Products," *Journal of Business Research*, 57 (2), 108-124.
- Auh, Seigyoung, Michael D. Johnson and Linda Court Salisbury (2003), "Order Effects in Satisfaction Modeling," *Journal of Marketing Management*, 11 (3-4), 379-400.
- Gustafsson, Anders, Lars Nilsson and Michael D. Johnson (2003), "The Role of Quality Practices in Service Organizations," *International Journal of Service Industry Management*, 14 (2), 232-244.
- Olsen, Line Lervik and Michael D. Johnson (2003), "Service Equity, Satisfaction, and Loyalty: From Transaction-Specific to Cumulative Evaluations," *Journal of Service Research*, 5 (February), 184-195.
- Johnson, Michael D. and Lars Nilsson (2003), "The Importance of Customization and Reliability from Goods to Services," *Quality Management Journal*, 10 (1), 8-19.
- Johnson, Michael D., Andreas Herrmann, and Anders Gustafsson (2002), "Comparing Customer Satisfaction across Industries and Countries," *Journal of Economic Psychology*, 23 (6), 749-769.
- Hahn, Carsten, Michael D. Johnson, Andreas Herrmann and Frank Huber (2002), "Capturing Heterogeneity in Customer Satisfaction Models: A Finite Mixture PLS Approach" *Schmalenbach Business Review*, 54 (July), 243-269. Reprinted in Friedhelm Bliemel, Andreas Eggert, Georg Fassott and Jörg Henseler (2005), *Handbuch PLS-Pfadmodellierung: Methode, Anwendung, Praxisbeispiele*, Stuttgart, Germany: Schäffer-Poeschel Verlag.
- Gustafsson, Anders and Michael D. Johnson (2002), "Measuring and Managing the

- Satisfaction-Loyalty-Performance Links at Volvo" *Journal of Targeting, Measurement and Analysis for Marketing*, 10 (3), 249-258.
- Johnson, Michael D. and John Ettlie (2001), "Technology, Customization and Reliability," *Journal of Quality Management*, 6, 193-210.
- Nilsson, Lars, Michael D. Johnson and Anders Gustafsson (2001), "The Impact of Quality Practices on Customer Satisfaction and Business Results: Product versus Service Organizations," *Journal of Quality Management*, 6, 5-27. (Lead Article)
- Johnson, Michael D., Anders Gustafsson, Tor Wallin Andreassen, Line Lervik and Jaesung Cha (2001), "The Evolution and Future of National Customer Satisfaction Index Models," *Journal of Economic Psychology*, 22 (April), 217-245.
- Edvardsson, Bo, Michael D. Johnson, Anders Gustafsson, and Tore Strandvik (2000), "The Effects of Satisfaction and Loyalty on Profits and Growth: Products versus Services," *Total Quality Management*, 11 (7), 917-927. Reprinted in James W. Cortada and John A Woods (eds.), *The Quality Yearbook: 2002*, New York: McGraw Hill, pp.116-129.
- Gustafsson, Anders, Fredrik Ekdahl, Kurt Falk, and Michael D. Johnson (2000), "Linking Customer Satisfaction to Product Design: A Key to Success for Volvo," *Quality Management Journal*, 7 (1), 27-38.
- Dubé, Laurette, Michael D. Johnson, and Leo Mark Renaghan (1999), "Adapting the QFD Approach to Extended Services Transactions," *Production and Operations Management*, 8 (Fall), 301-317.
- Viswanathan, Madhu, Michael D. Johnson and Seymour Sudman (1999), "Understanding Consumer Usage of Product Magnitudes Through Sorting Tasks", *Psychology & Marketing*, 16 (8), 643-657.
- Herrmann, Andreas, Michael D. Johnson, Anders Gustafsson, and Frank Huber (1999), "Transformation von Kundenzufriedenheitsurteilen in Produktqualitätsvorgaben" ("Bridging the Quality-Satisfaction Gap: Implications for German Firms"), *Zeitschrift für Planung*, 10 (2), 117-131.
- Johnson, Michael D., Andreas Herrmann, and Hans H. Bauer (1999), "The Effects of Price Bundling on Consumer Evaluations," *International Journal of Research in Marketing*, 16 (2), 129-142.
- Herrmann, Andreas and Michael D. Johnson (1999), "Die Kundenzufriedenheit als Bestimmungsfaktor der Kundenbindung" ("The Relationship between Customer Satisfaction and Customer Loyalty"), *Zeitschrift für betriebswirtschaftliche Forschung*, 51 (June), 579-598.
- Hart, Christopher W. and Michael D. Johnson (1999), "Growing the Trust Relationship," *Marketing Management*, 8 (Spring), 9-22. Reprinted in: *CTAM Quarterly Journal*, 2000, 8 (Winter), 34-39.

- Johnson, Michael D., Andreas Herrmann, and Frank Huber (1998), "Growth through Product-Sharing Services," *Journal of Service Research*, 1 (November), 167-177.
- Johnson, Michael D. and Andreas Herrmann (1998), "Taking a Customer Orientation," *Die Unternehmung*, 52 (3), 131-143.
- Gustafsson, Anders and Michael D. Johnson (1997), "Bridging the Quality-Satisfaction Gap," *Quality Management Journal*, 4 (3), 27-43.
- Fornell, Claes, Michael D. Johnson, Eugene W. Anderson, Jaesung Cha, and Barbara Everitt Bryant (1996), "The American Customer Satisfaction Index: Nature, Purpose and Findings," *Journal of Marketing*, 60 (October), 7-18.
- Johnson, Michael D. and Elania J. Hudson (1996), "On the Perceived Usefulness of Scaling Solutions in Market Analysis," *Psychology & Marketing*, 13 (October), 653-675.
- Nader, Georg, Michael D. Johnson, and Wilhelm Bühler (1996), "Kundenzufriedenheit und Unternehmenserfolg (Customer Satisfaction and Profitability)," *Oesterreichisches BankArchiv*, 9.
- Johnson, Michael D., Georg Nader, and Claes Fornell (1996), "Expectations, Perceived Performance, and Customer Satisfaction for a Complex Service: The Case of Bank Loans," *Journal of Economic Psychology*, 17 (2), 163-182. Reprinted in: Philip Stone and Mark Cannon (eds.), *Organizational Psychology: Volume III (International Library of Management)*, January 1998, Dartmouth Publishing Company.
- Block, Lauren Goldberg and Michael D. Johnson (1995), "The Locus of Context Effects on Product Proximity Judgments," *International Journal of Research in Marketing*, 12 (1), 121-135.
- Johnson, Michael D., Andreas Herrmann, and Jens Gutsche (1995), "A Within-Attribute Level Model of Variety-Seeking Behavior," *Marketing Letters*, 6 (3), 235-243.
- Johnson, Michael D., Eugene W. Anderson, and Claes Fornell (1995), "Rational and Adaptive Performance Expectations in a Customer Satisfaction Framework," *Journal of Consumer Research*, 21 (March), 695-707.
- McGill, Andrew R., Michael D. Johnson, and Karen A. Bantel (1994), "Cognitive Complexity and Conformity: The Effects on Performance in a Turbulent Environment," *Psychological Reports: Perceptual and Motor Skills*, 75 (4), 1451-1472. An abbreviated version of this same paper appears in the *Best Paper Proceedings: Academy of Management Conference*, 1993, pp. 379-383.
- Ettlie, John E. and Michael D. Johnson (1994), "Product Development Benchmarking versus Customer Focus in Applications of Quality Function Deployment," *Marketing Letters*, 5 (2), 107-116.

- Fornell, Claes and Michael D. Johnson (1993), "Differentiation as a Basis for Explaining Customer Satisfaction Across Industries," *Journal of Economic Psychology*, 14 (4), 681-696.
- Kujala, Jouni T. and Michael D. Johnson (1993), "Price Knowledge and Search Behavior for Low Involvement Food Purchases," *Journal of Economic Psychology*, 14 (2), 249-266.
- Johnson, Michael D. and David A. Horne (1992), "An Examination of the Validity of Direct Product Perceptions," *Psychology & Marketing*, 9 (3), 221-235.
- Johnson, Michael D., Claes Fornell, Donald R. Lehmann and Daniel R. Horne (1992), "Attribute Abstraction, Feature-Dimensionality, and the Scaling of Product Similarities," *International Journal of Research in Marketing*, 9 (1), 131-147.
- DeSarbo, Wayne S., Michael D. Johnson, Ajay Manrai, Lalita Manrai, and Elizabeth Edwards (1992), "TSCALE: A Multidimensional Scaling Methodology for Operationalizing Tversky's Contrast Model," *Psychometrika*, 57 (1), 43-69.
- DeSarbo, Wayne S., Kamel Jedidi, and Michael D. Johnson (1991), "A New Clustering Methodology for the Analysis of Sorted Stimuli," *Marketing Letters*, 2 (3), 267-279.
- Johnson, Michael D. and Claes Fornell (1991), "A Framework for Comparing Customer Satisfaction Across Individuals and Product Categories," *Journal of Economic Psychology*, 12 (2), 267-286.
- Johnson, Michael D., Donald R. Lehmann, and Daniel R. Horne (1990), "Alternative Explanations for Changes in Similarity Judgments and MDS Structure," *International Journal of Research in Marketing*, 7 (1), 53-56.
- Johnson, Michael D., Donald R. Lehmann, and Daniel R. Horne (1990), "The Effects of Fatigue on Judgments of Interproduct Similarity," *International Journal of Research in Marketing*, 7 (1), 35-43.
- Johnson, Michael D. (1989), "The Differential Processing of Product Category and Noncomparable Choice Alternatives," *Journal of Consumer Research*, 16 (December), 300-309.
- Johnson, Michael D. and Charles R. Plott (1989), "The Effect of Two Trading Institutions on Price Expectations and the Stability of Supply-Response Lag Markets," *Journal of Economic Psychology*, 10 (2), 189-216.
- Johnson, Michael D. (1988), "Comparability and Hierarchical Processing in Multialternative Choice," *Journal of Consumer Research*, 15 (December), 303-314.
- Johnson, Michael D. and Jerome M. Katrichis (1988), "The Existence and Perception of Redundancy in Consumer Information Environments," *Journal of Consumer Policy*, 11 (2), 131-157.

- Johnson, Michael D. and David A. Horne (1988), "The Contrast Model of Similarity and Comparative Advertising," *Psychology & Marketing*, 5 (3), 211-232.
- Johnson, Michael D. and Claes Fornell (1987), "The Nature and Methodological Implications of the Cognitive Representation of Products," *Journal of Consumer Research*, 14 (September), 214-228.
- Johnson, Michael D. (1986), "Consumer Similarity Judgments: A Test of the Contrast Model," *Psychology & Marketing*, 3 (1), 47-60.
- Johnson, Michael D. (1986), "Modeling Choice Strategies for Noncomparable Alternatives," *Marketing Science*, 5 (1), 37-54.
- Johnson, Michael D. (1984), "Consumer Choice Strategies for Comparing Noncomparable Alternatives," *Journal of Consumer Research*, 11 (December), 741-753. Reproduced in: Joel Bree (ed.), *Consumer Behavior: Presentation of Selected Articles*, 2001, Economica.
- Lopes, Lola L. and Michael D. Johnson (1982), "Judging Similarity Among Strings Described by Hierarchical Trees," *Acta Psychologica*, 51 (1), 13-26.

BOOK CHAPTERS

- Johnson, Michael D. (2004), "Growing Pains," in Subir Chowdhury (ed.), *Next Generation Business Handbook: New Strategies for Tomorrow's Thought Leaders*, pp. 569-583.
- Selnes, Fred and Michael D. Johnson (2004), "A Dynamic Customer Portfolio Management Perspective on Marketing Strategy," in Håkan Håkansson, Debbie Harrison and Alexandra Waluszewski (eds.), *Rethinking Marketing: Developing a New Understanding of Markets*, West Sussex, England: John Wiley & Sons, pp. 117-135.
- Johnson, Michael D. (2004), "Customer Satisfaction in a Service Economy: Lessons from the National Barometers," in B. Edvardsson, A. Gustafsson, S.W. Brown and R. Johnston (eds.), *Service Excellence in Management: Interdisciplinary Contributions*, pp. 26-29.
- Johnson, Michael D. (2001), "Customer Satisfaction," in Neil J. Smelser and Paul B. Baltes (eds.), *International Encyclopedia of the Social & Behavioral Sciences*, Volume 5, Oxford: Pergamon, pp. 3198-3202.
- Herrmann, Andreas, Michael D. Johnson, Anders Gustafsson and Frank Huber (2000), "Das Bridging the Gap-Modell (The Bridging the Gap Model)," in A. Herrmann, G. Hertel, W. Virt and F. Huber (eds.), *Kundenorientierte Produktgestaltung (Customer Oriented Product Development)*, Munich, Germany: Verlag Vahlen München, pp. 161-177.

Johnson, Michael D., Andreas Herrmann, Frank Huber, and Anders Gustafsson (1997), "An Introduction to Quality, Satisfaction, and Retention: Implications for the Automotive Industry," in M. D. Johnson, A. Herrmann, F. Huber, and A. Gustafsson (eds.), *Customer Retention in the Automotive Industry: Quality, Satisfaction and Loyalty*, Wiesbaden, Germany: Gabler, pp. 1-17.

Johnson, Michael D. (1997), "Achieving Customer Satisfaction, Loyalty, and Retention through Strategic Alignment," in M. D. Johnson, A. Herrmann, F. Huber, and A. Gustafsson (eds.), *Customer Retention in the Automotive Industry: Quality, Satisfaction and Loyalty*, Wiesbaden, Germany: Gabler, pp. 117-139.

Auh, Seigyoung and Michael D. Johnson (1997), "The Complex Relationship between Customer Satisfaction and Loyalty for Automobiles," in M. D. Johnson, A. Herrmann, F. Huber, and A. Gustafsson (eds.), *Customer Retention in the Automotive Industry: Quality, Satisfaction and Loyalty*, Wiesbaden, Germany: Gabler, pp. 141-166.

Johnson, Michael D. (1996), "Customer Satisfaction in a Global Economy: Challenges for the Automotive Industry," in Hans H. Bauer, Erwin Dichtl, and Andreas Herrmann (eds.), *Automobilmarktforschung: Nutzenorientierung von PkwHerstellern (Market Research Problems in the Automobile Industry)*, München, Germany: Vahlen, pp. 1-14.

Johnson, Michael D. and Christopher P. Puto (1987), "A Review of Consumer Judgment and Choice," in Michael J. Houston (ed.), *Review of Marketing 1987*, Chicago, Illinois: American Marketing Association, pp. 236-292.

PROCEEDINGS PAPERS

Vollmer, Ingrid, Michael D. Johnson, Andreas Herrmann and Frank Huber (2000), "The Loyalty of Dissatisfied Customers: Determinants and Implications," in Erik Hölzl (ed.), *Fairness & Cooperation: Proceedings of the XXV Annual Colloquium on Research in Economic Psychology and SABE 2000 Conference*, Baden/Vienna, Austria, pp. 476-479.

Andreassen, Tor Wallin, Michael D. Johnson, and Line Lervik (2000), "The New and Improved Norwegian Customer Satisfaction Barometer Model," in B. Edvardsson, S. Brown, E. Scheuing, and R. Johnston (eds.), *QUIS 7 – Service Quality in the New Economy: Interdisciplinary and International Dimensions*, Jamaica, New York: International Service Quality Association, pp. 395-402.

Lervik, Line and Michael D. Johnson (2000), "Equity as a Mediator of Service Quality on Service Loyalty," in B. Edvardsson, S. Brown, E. Scheuing, and R. Johnston (eds.), *QUIS 7 – Service Quality in the New Economy: Interdisciplinary and International Dimensions*, Jamaica, New York: International Service Quality Association, pp. 403-410.

Gustafsson, Anders and Michael D. Johnson (2000), "Measuring and Managing the Satisfaction-Loyalty-Performance Links at Volvo," in B. Edvardsson, S. Brown, E.

- Scheuing, and R. Johnston (eds.), *QUIS 7 – Service Quality in the New Economy: Interdisciplinary and International Dimensions*, Jamaica, New York: International Service Quality Association, pp. 271-280.
- Johnson, Michael D., Frank Huber, Andreas Herrmann and Christine Braunstein (2000), "A New Approach to Compute Interactions of Latent Variables in Structural Equation Models: Results of an Empirical Study," in Harlan E. Spotts and H. Lee Meadow (eds.), *Developments in Marketing Science*, 23, pp. 472-477.
- Johnson, Michael D. and Seigyoung Auh (1998), "Customer Satisfaction, Loyalty, and the Trust Environment," in J. Wesley Hutchinson and Joseph Alba (eds.), *Advances in Consumer Research*, 25, pp. 15-20.
- Johnson, Michael D. and James R. Taylor (1998), "Toward a Customer Orientation: A Case of Airline Quality, Satisfaction, and Loyalty," in Pierre Eiglier, Eric Langeard, and Valérie Mathieu (eds.), *Marketing, Strategy, Economics, Operations and Human Resources: Insights on Service Activities* (Proceedings of the 5th International Research Seminar in Service Management), pp. 799-816.
- Johnson, Michael D. and Anders Gustafsson (1997), "Bridging the Gap II: Measuring and Prioritizing Customer Needs," in A. Gustafsson, B. Bergman and F. Ekdahl (eds.), *Proceedings of the Third Annual International QFD Symposium: Volume 2*, Linköping, Sweden: Linköping University, pp. 21-34.
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- Johnson, Michael D. and Andreas Herrmann (1996), "Noncomparables Compared: Customer Satisfaction across Industries and Countries," in Christine Roland-Lévy (ed.), *Social & Economic Representations: Tome I*, Paris, France: Université René Descartes, pp. 332-341.
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- Johnson, Michael D. (1985), "Inference by Abstraction," in Michael J. Houston and Richard J. Lutz (eds.), *Marketing Communications - Theory and Research*, Chicago, Illinois: American Marketing Association, pp. 103-108.
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- Ettlie, John E. and Michael D. Johnson (1993), "Customer Focus and Process Improvement in Applications of Quality Function Deployment: Abstract," in D. W. Cravens and P. R. Dickson (eds.), *Enhancing Knowledge Development in Marketing: 1993 AMA Educators' Proceedings*, 4, pp. 269-270.
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MONOGRAPHS AND TECHNICAL REPORTS

- The American Customer Satisfaction Index at Ten Years: Implications for the Economy, Stock Returns and Management* (2005), Ann Arbor, MI: National Quality Research Center, Stephen M. Ross School of Business.

1999 ACSI Report on the Automobile, Van, and Light Truck Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, December 1999.

American Customer Satisfaction Index (ACSI) Methodology Report: March 1998, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, March 1998.

1997 ACSI Report on the Automobile, Van, and Light Truck Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, September 1997.

1997 ACSI Report on the Electric Service Industry: First Quarter 1996 Update, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, June 1997.

1997 ACSI Report on the Commercial Bank Industry (Data Collected Fourth Quarter 1996), Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, March 1997.

1996 ACSI Report on the Automobile, Van, and Light Truck Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, September 1996.

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American Customer Satisfaction Index: Methodology Report, 1995 Update, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center/American Society for Quality Control, November 1995.

1995 ACSI Report on the Automobile and Van Industry: Second Quarter 1995 Update, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, August 1995.

1995 ACSI Report on the Utility/Electric Service Industry: First Quarter 1995 Update, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, July 1995.

1994 ACSI Report on the Life Insurance Industry: Fourth Quarter 1994 Update, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, March 1995.

1994 ACSI Report on the Automobile and Van Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

1994 ACSI Report on the Beverage and Soft Drink Industry Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

1994 ACSI Report on the Household Appliance Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

1994 ACSI Report on the Utility/Electric Service Industry Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

1994 ACSI Report on the Life Insurance Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

1994 ACSI Report on the Consumer Electronics Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

1994 ACSI Report on the Beer Industry, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center, November 1994.

American Customer Satisfaction Index: Methodology Report, Ann Arbor, MI: University of Michigan Business School, National Quality Research Center/American Society for Quality Control, September 1994.

OTHER PAPERS AND REVIEWS

Johnson, Michael D. (2019), "Lessons in Leadership: An Ignatian Approach to Leadership and Conversation," Presentation at the First Friday Club of Cleveland, February 28, 2019.

Hoyer, Wayne D. and Michael D. Johnson (1999), "Quality, Satisfaction and Loyalty in Convenience Stores: Monitoring the Customer Relationship," White Paper, National Association of Convenience Stores.

Johnson, Michael D., Anders Gustafsson, and Jaesung Cha (1998), *The Evolution and Future of National Customer Satisfaction Indices*, University of Karlstad Research Report 98:14, 58 pages.

Dubé, Laurette, Michael D. Johnson, Leo Mark Renaghan, and Kunal Gupta (1998), "Translating Consumer Values into Operational and Structural Attributes for Extended Service Transactions," paper presented at the *1998 Association for Consumer Research Conference*, Montreal, Quebec.

Johnson, Michael D. and Claes Fornell (1992), "The Policy Implications of a National Customer Satisfaction Index," paper presented at the *1992 Marketing and Public Policy Conference*, Washington, D.C., May 1992.

Fornell, Claes and Michael D. Johnson (1991), "An Examination of Differences in Customer Satisfaction Across Industries: Prospect Theory, Rational Expectations, and Customer Orientation," paper presented at the *1991 IAREP/SASE Conference*, Stockholm, Sweden, June 1991.

Johnson, Michael D. and David A. Horne (1990), "Direct Perceptual Measures: Methodology and Validity," *Marketing Science Institute*, Report No. 90-101.

Johnson, Michael D. (1980), "Fredrica Rudell: Consumer Food Selection and Nutrition Information. New York: Praeger, 1979," *Journal of Consumer Policy*, 4, 366-368.

SCHOLARLY PRESENTATIONS

From 2000 to the present:

"Lessons in Leadership: A Badger's Journey," presented at the Wisconsin Alumni Association Lakeland Chapter's Founders' Day Celebration 2024, Minocqua, WI, May 2024.

"Evolution of the Global Hospitality Industry and Hospitality Education," presented at the XV International Congress of Tourism, Mexico City, Mexico, October 2015.

"Competing in a Service Economy," presented to Cornell Veterinary Business Management Association, Ithaca, NY, October 2014.

"Service Culture: Connecting Quality Standards and Customer Loyalty," presented at the Leading Hotels of the World Annual Convention, New York, NY, November 2013.

"Creating a Competitive Advantage through Innovation in Hospitality Education," presented at the 87th Annual Hotel Ezra Cornell, Ithaca, NY, April 2012.

"Competing in a Service Economy: Service Maintenance, Improvement and Innovation in the US Hotel Industry," presented at the Jin Jiang International Holdings Executive Seminar, Ithaca, NY, May 2011.

"The State and Evolution of Hospitality Industry Education," presented at the South American Hotel & Tourism Investment Conference 2010, Cartagena, Columbia, September 2010.

"What Customers Want: US Hospitality Demand in a New Economy," presented at the 85th Annual Hotel Ezra Cornell, Ithaca, NY, April 2010.

"Developing Business Leaders in the Gaming Industry," presented at G2E 2009, Las Vegas, NV, November 2009.

"Meek's Path: The Evolution of Hospitality Education," presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Conference, San Francisco, CA, July 2009.

"Developments in Hospitality Management Educations: The Evolution of Cornell and Plans for China," presented at the HUBS1 Seminar, Shanghai, China, April 2009.

"Developments in Hospitality Management Education: Lessons from Cornell," presented at the 10th Cornell-Waseda International Hospitality Management Seminar, Tokyo, Japan, and at the Okinawa Hospitality Management Education Seminar, Okinawa, Japan, December 2008.

"The Global Hospitality Industry and the Evolution of Hospitality Education," presented at the Executive Forum, School of Hotel and Tourism Management, Chinese University of Hong Kong, May 2008.

"Customer Portfolio Management: Implications for the Asian Hospitality Industry," Wei Lun Lecture, Chinese University of Hong Kong, May 2008.

"Creating a Competitive Edge in the Hospitality Industry," presented at the Japan Foodservice Association Seminar," Tokyo, Japan, October 2007.

"Four Seasons, IKEA, and the Challenges of Service Leadership," presented at the Cornell Hotel Society Europe, Middle East and Africa Regional Meeting, Cairo, Egypt, February 2007.

"Linking Patient and Healthcare Employee Satisfaction to Performance," presented to the faculty and staff of the University of Michigan Hospitals and Health Centers, Ann Arbor, MI, February 2005.

"Emotions in Motion: Disappointment, Joy and the Evolution of Relationship Commitment," presented at the 2004 Frontiers in Services Conference, University of Miami, Coral Gables, Florida, October 2004.

"Customer Satisfaction in a Service Economy: Lessons from the National Barometers," plenary session speech at QUIS9, the 9th International Symposium on Service Quality, Karlstad University, Karlstad, Sweden, June 2004.

"Managing Customer Portfolios in a Turbulent Environment," presented at the Markup Management Conference, Oslo, Norway, February 2004.

"Competing in a Service Economy," presented to the marketing staff of Telia, Stockholm, Sweden, February 2004.

"Explaining Loyalty: A Multi-Comparative Performance Standard Approach," presented at the 2003 Frontiers in Services Conference, University of Maryland, College Park, MD, October 2003.

"Managing Customer Satisfaction, Brand Image, and Relationship Strength across Switching Paths," presented at the 2003 Frontiers in Services Conference, University of Maryland, College Park, MD, October 2003.

"Competing in a Service Economy," presented to the Michigan Business School's Alumni Clubs of Southeast Michigan (Ann Arbor, May 2003), San Francisco (San Francisco, June 2003), and Los Angeles (Los Angeles, June 2003).

"Toward a Dynamic Theory of Exchange Relationships: Customer Portfolio Management," presented at the University of Wisconsin School of Business, Madison, WI, March 2003.

"Using Innovation to Create a Competitive Service Advantage," presented at the RIT New Product Development Forum, Rochester, New York, October 2002.

"Modeling the Connection between Loyalty and Financial Impact: A Journey," presented at the American Marketing Association's 23rd Annual Marketing Research Conference, Chicago, Illinois, September 2002.

"On the Two Futures of Academic Marketing," presented at the Norwegian School of Management BI, Oslo, Norway, August 2002.

"The Evolution and Future of National Customer Satisfaction Index Models," presented at the Århus School of Business, Århus, Denmark, May 2002.

"Customer Portfolio Management," presented at the Århus School of Business, Århus, Denmark, May 2002.

"Customer Portfolio Management," presented at SAP's Innovation Congress, Tampa, Florida, February 2002.

"Lessons from the Service Economy," presented at the Hosmer Speaker Series, University of Michigan Business School, Ann Arbor, Michigan, October 2001.

"Toward a Dynamic Theory of Markets: Customer Portfolio Management," presented at the Norwegian School of Management BI's Marketing Workshop Series, Oslo, Norway, September 2001.

"Rethinking Services: Integrating Relationship Phases in Customer Satisfaction Modeling," presented at the European Marketing Academy Conference, Bergen, Norway, May 2001.

"Improving Customer Satisfaction, Loyalty and Profit: An Integrated Measurement and Management System," presented to the Marketing, Sales and Services division of Ford Motor Company, sponsored by Siebel eCommerce Systems, Dearborn, Michigan, March 2001.

"Improving Customer Satisfaction, Loyalty and Profit: An Integrated Measurement and Management System," presented at the University of Michigan Business School's Reunion 2000 Weekend, Ann Arbor, Michigan, October 2000.

“Exploring the Role of Equity in a Cumulative Satisfaction Model: Complaining versus Non-Complaining Service Customers,” presented at the 2000 Frontiers in Services Conference, Owen School of Management, Vanderbilt University, September 2000.

“Results of the New and Improved Norwegian Customer Satisfaction Barometer,” presented at the 2000 Frontiers in Services Conference, Owen School of Management, Vanderbilt University, September 2000.

“Satisfaction versus Equity as Mediators of Service Quality on Service Loyalty,” presented at the Seventh International Research Symposium on Service Quality, Karlstad, Sweden, June 2000.

“The ‘New and Improved’ Norwegian Customer Satisfaction Barometer,” presented at the Seventh International Research Symposium on Service Quality, Karlstad, Sweden, June 2000.

“Measuring and Managing the Satisfaction-Loyalty-Performance Links at Volvo,” presented at the Seventh International Research Symposium on Service Quality, Karlstad, Sweden, June 2000.

“The Evolution and Future of National Customer Satisfaction Indices,” presented at the Norwegian School of Management BI, Oslo, Norway, June 2000.

“The Evolution and Lessons of the ACSI,” presented at the 12th Annual AMA/ASQ Customer Satisfaction and Quality Management Conference, San Antonio, Texas, February 2000.

Fifty-one other presentations from 1980 through 1999.

PROFESSIONAL AFFILIATIONS

John Carroll:

- AJCU (Association of Jesuit Colleges and Universities) Board of Directors
- Alpha Sigma Nu, the Jesuit Honor Society
- Ignatian Colleagues Program

Cornell:

- Governor’s New York State Tourism Advisory Council
- International Council on Hotel, Restaurant, and Institutional Education
- Urban Land Institute

Michigan:

- Association for Consumer Research
- American Marketing Association
- National Quality Research Center

PROFESSIONAL SERVICE (University of Michigan)

Editorial Boards:

International Journal of Research in Marketing
International Journal of Service Industry Management
Journal of Consumer Research (Associate Editor 1999-2002)
Journal of Marketing
Journal of Service Research

Ad Hoc Reviewer:

Journal of the Academy of Marketing Science
Journal of Marketing Research Sloan
Management Review
Quality Management Journal

Conferences:

Faculty Director of the American Customer Satisfaction Index Research Symposium, University of Michigan Business School, Ann Arbor, MI, May 2004.

Scientific Advisory Board Member for the Seventh International Research Symposium on Service Quality (QUIS7), Karlstad, Sweden, June 2000.

Scientific Advisory Board Member for the Third Annual International QFD Symposium in Linköping, Sweden, October 1997.

Program Committee Member for the Association for Consumer Research Conference, 1987, 1995, and 1996.

Consumer Behavior Track Chair for the 1995 American Marketing Association, Winter Educators' Conference.

Industry Consulting and Seminar Clients

American Water Works Association, Anheuser-Busch, Clickin Research, CTcon GmbH (Germany), Dell Computer Corporation, Dow Chemical Company, Duke Power Company, Florida Gulf Coast University, Galgano and Associates (Italy), General Motors Corporation, GTE, Harley-Davidson Motor Company, MacMillan Bloedel Packaging Inc., National Association of Convenience Stores, Promus Hotel Corporation, ProQuest Company, RWE (Germany), Siebel Systems, Siemens Medical Solutions, Schering Pharmaceutical (Germany), Spire Group, Symmetrics Marketing Corporation, TC Debica (Poland), Telia (Sweden), Volvo Car Corporation (Sweden), Water Environment Federation.

Appendix

Michael D. Johnson, Ph.D.

Administrative Positions

CORNELL UNIVERSITY

Michael D. Johnson served as the sixth Dean of the Nolan School of Hotel Administration at Cornell University from 2006 to 2016. His tenure focused on faculty investment, expanded student learning and career outcomes, increased diversity, fundraising, and global growth. Key accomplishments include:

Academic Excellence and Diversity:

Raised standards for faculty and students; approximately two-thirds of tenure-track and lecturer faculty were hired during his tenure. Increased diversity across faculty, students, and staff, with a strong emphasis on faculty diversity. In September 2014, the School of Hotel Administration earned inaugural AACSB unit-level accreditation; the review cited excellence in students, faculty, facilities, and leadership.

Learning and Career Opportunities:

Expanded and enriched academic programs through new initiatives and cross-college collaboration. Established key centers and institutes, including the Pillsbury Institute for Hospitality Entrepreneurship, the Center for Real Estate and Finance, the Cornell Institute for Hospitality Labor and Employee Relations (with ILR), and the Cornell Institute for Healthy Futures (with Human Ecology). Undergraduate students consistently achieved the highest educational satisfaction and career placement outcomes at Cornell.

External Relationships and Fundraising:

Led a capital campaign completed in December 2015 that raised over \$160 million. Major gifts supported endowed programs, professorships, and facilities, including the Pillsbury Institute (\$15M), Stone Deanship (\$10M), Baker Program in Real Estate (\$10M), and multiple endowed professorships. Strengthened alumni and industry engagement through expanded partnerships, sponsorships, and signature events such as the Cornell Hospitality Icon & Innovator Awards.

Global Platform Expansion:

Expanded the school's global presence through new academic partnerships and program development. Launched a dual MBA/MMH degree with CEIBS in Shanghai, China, and created a China Faculty Development Program.

University and Industry Service:

Contributed to Cornell's "Reimagine Cornell" strategic planning process and helped establish the Business at Cornell Consortium. Chaired the Consortium and Entrepreneurship at Cornell and served on boards including eCornell. Appointed to the New York State Tourism Advisory Council (2011–2016), contributing to statewide tourism expansion initiatives. Active in industry organizations including ICHRIE and the Urban Land Institute's Hotel Development Council.

BABSON COLLEGE

Michael D. Johnson served as Provost of Babson College from 2016 to 2018, overseeing all academic affairs, including undergraduate, graduate, and executive education, as well as student services, admissions, research, career services, athletics, and academic budgeting.

As Provost, he approved a new intellectual property policy and established governance for research centers and institutes. He co-led strategic initiatives on online learning and undergraduate enrollment growth, aligning faculty, staffing, and facilities planning. He advanced Babson's Centennial Campaign and multi-city "hub strategy" (Boston, San Francisco, Miami, and international locations).

Johnson strengthened collaboration through the Babson-Olin-Wellesley (BOW) Consortium and served as executive sponsor of the Weissman Foundry innovation center (opened September 2018). He co-led the renovation and expansion of Horn Library and directed Babson's successful AACSB reaccreditation in 2017–2018.

JOHN CARROLL UNIVERSITY

Michael D. Johnson served as the 25th President of John Carroll University (2018–2021), a Jesuit institution. His leadership focused on accreditation, fundraising, strategic planning, pandemic response, cost restructuring, and facilities investment.

Academic Accreditations and Rankings:

Secured successful reaccreditation from the Higher Learning Commission, AACSB (Business and Accounting), and CAEP. Elevated U.S. News & World Report ranking from #6 to #2 among Regional Universities Midwest (2020).

Fundraising:

Secured a \$10 million naming gift for the Boler College of Business and additional leadership gifts supporting academic programs. Achieved a record \$36 million in new gifts and commitments in FY2019. Established the Debra L. Pawl Professorship in Biology (2020).

Strategic Plan (2021–2026):

Led development of *Igniting the Future*, JCU's strategic plan, approved December 2020. The plan emphasizes program growth in health, business, STEM, and analytics; expanded graduate and transfer enrollment; enhanced diversity; restructured academic organization; integrated student success; and targeted investment in enrollment, marketing, and facilities.

Pandemic Response:

Led institutional response to COVID-19 through task forces addressing operations, academic continuity, and financial planning. Transitioned to online learning, invested in faculty training and classroom technology, and successfully reopened campus in January 2021 using a HyFlex model.

Cost Restructuring:

Implemented a three-year plan to reduce structural costs by \$15 million, with an additional \$5 million in temporary pandemic-related savings.

Facilities:

Oversaw student-centered campus improvements, including \$3 million in renovations (fitness, music, student spaces, dining, outdoor areas). Advanced major capital projects, including a \$30 million library and learning center renovation, a \$15 million Dolan Hall renovation, and the \$2 million Short Family Tennis Complex.