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Library of Congress Cataloging-in-Publication Data
Classification: LCC HF5415.35 .S65 2018 | DDC 658.8–dc23
LC record available at https://lccn.loc.gov/2016034398

10 9 8 7 6 5 4 3 2 1
To Gail, Amanda, Zachary, Alex, Orly, Rose, Evey, and Arya—my favorite market segment

—M.S.

To Patti and Justin

—G.M.

To Sonny, Patrick, Gabriela, Allyson, and Marge

—E.S.
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WHAT’S NEW IN THE NINTH EDITION?

What’s new in the ninth edition is what’s new in marketing. To put it simply, we feel a newcomer to marketing today needs to grapple with three core issues: Value, analytics and metrics, and ethical and sustainable marketing.

Here’s just a sample of what we changed in this edition:

• Today’s marketer needs to be “a numbers person.” Increasingly, the field is data driven, and sophisticated analytics are revolutionizing the options organizations have at their fingertips to create, deliver, and measure value. We’re proud to say that with each edition we continue to lead the field of marketing principles books in coverage of analytics and metrics, and in this edition we’ve continued to expand that coverage significantly to show how marketers use the exciting new tools they have available to understand and harness “Big Data” as they strive to identify and meet customer needs. To reinforce this focus throughout the book, each chapter provides a Metrics Moment box that describes some important ways to measure key marketing concepts and each chapter also includes an Apply Marketing Metrics exercise at the end.

• In the eighth edition, we were proud to be the first marketing principles textbook to devote an entire chapter (Chapter 5) to the emerging and vital topic of Big Data and marketing analytics. Now in the ninth edition we’ve greatly expanded that chapter’s coverage to include numerous new key terms, many more application examples to connect concepts to practice, and several new tables and figures to further illustrate this fascinating chapter material.

• The ninth edition shines an even larger spotlight on the importance of ethical and sustainable marketing. The topic is so important to today’s students that our coverage of ethical issues begins right up front in Chapter 2. As soon as the student basically understands what marketing is, he or she begins to learn how it should be. And each chapter provides a boxed feature called Ripped from the Headlines: Ethical/Sustainable Decisions in the Real World. Here we describe a questionable marketing practice and then ask students for their opinion on the subject. All 14 of these boxes are new for the ninth edition, including attention to such firms as Coca-Cola, Chipotle, Volkswagen, Kimberly Clark, and Allstar (the “Snuggie”).

• Each chapter continues to feature a Marketing in Action mini-case at the end, and 13 of these are brand new for the ninth edition. Among the exciting firms with interesting problems and opportunities featured in these cases are GetFeedback, Airbus, Sprig, Facebook, Disney, Target, and Alibaba.

• The decision-focused Real People vignettes that frame each chapter are one of the signature features of our book. We continue this tradition in the ninth edition with seven new vignettes (50 percent of the total). These new vignettes include executives from Twitter, Campbell Soup, Weight Watchers, Levi Strauss, Quaker, BDP International, and Pitch (the advertising agency for Burger King).

• We emphasize active learning and decision making because we know that is what employers seek in today’s graduates. We further sharpen our focus on employability in the ninth edition with the debut of a new supplemental feature, found in MyMarketingLab, called “Rising Stars in Marketing.” Here we present video clips contributed by
recent successful graduates of marketing programs around the country. Each person shares advice about job-seeking and offers “do’s and don’ts” to current readers. These clips are indexed by job type, so students have the option of exploring career wisdom from those who have followed the same path they hope to take.

- Last but certainly not least, as always we pride ourselves on the currency of our content. Today’s student deserves to know what is going on in the marketing world today—and also tomorrow to the extent we can predict it. Here is a sampling of new Key Terms we introduce in the ninth edition:

**Chapter 1**
- accountability
- return on marketing investment (ROMI)
- mobile marketing
- user-generated content
- corporate citizenship
- screen addicts
- growth hackers
- haul videos
- competitive advantage
- consumer addiction
- Web 1.0
- Web 3.0
- Web 4.0
- screen addicts
- Cloud
- positioning

**Chapter 2**
- Arab Spring
- Greenhouse Effect
- global warming
- World Bank
- International Monetary Fund (IMF)
- foreign exchange rate (forex rate)
- balance of payments
- BRICS countries
- drones
- unmanned aerial vehicles (UAVs)

**Chapter 3**
- market planning
- activity metrics
- outcome metrics
- leading indicators

**Chapter 4**
- market research online
- community (MROC)
- mechanical observation
- eye tracking technology

**Chapter 5**
- mar-tech
- marketing automation
- channel partner model
- emotion analysis
- digital marketing channels
- A/B test
- landing page
- churn rate
- margin on sales

**Chapter 6**
- evoked set
- consideration set
- determinant attributes
- compensatory decision rules
- multitasking
- rich media
- sadvertising
- conscientious consumerism

**Chapter 7**
- generational marketing
- digital natives
- buying power
- organizational demographics
- positioning statement
- brand anthropomorphism

**Chapter 8**
- technical success
- commercial success
- beta test
- bleeding edge technology

**Chapter 9**
- brand dilution
- sustainable packaging
- copycat packaging
Chapter 10
vertical integration
shopping for control
keystoning
high/low pricing
promo pricing
price segmentation
peak load pricing
surge pricing
bottom of the pyramid pricing
decoy pricing
prestige or premium pricing

Chapter 11
direct channel
product diversion
diverter
grey market
level loading
subscription boxes

Chapter 12
experiential merchandising
destination retailer
omnichannel marketing
organized retail crime (ORC)
beacon marketing
digital wallets
fair trade goods
bifurcated retailing
services

Chapter 13
comparative advertising
brand storytelling
slice of life advertising
lifestyle advertising
ad fraud
ad blocking
mobile hijacking
search engines
search marketing
search engine marketing (SEM)
sponsored search ads
text message advertising
monetize
in-app advertising
QR code advertising

Chapter 14
partner relationship
management (PRM)
telecommute
virtual office
key account
cross-functional team
multilevel selling
direct selling
video news release (VNR)
sock puppeting
paid influencer programs

Features of the Ninth Edition of Real People, Real Choices

Meet Real Marketers

Many of the Real People, Real Choices vignettes are new to this edition, featuring a variety of decision makers, from CEOs to brand managers. Here is just a sample of the marketers we feature:

• Michael Baumwoll, Twitter
• Keith Sutter, Johnson & Johnson
• Dondeena Bradley, Weight Watchers
• Becky Frankiewicz, Quaker Foods
• Neal Goldman, Under Armour
• Jennifer Sey, Levi Strauss
• Stephanie Nashawaty, Oracle
• Stan Clark, Eskimo Joe’s
Ethics and Sustainability in Marketing
Because the role of ethics and sustainability in business and in marketing is so important, we focus on these topics not just in a single chapter but in every chapter of the book. These Ripped from the Headlines boxes feature real-life examples of ethical and sustainable decisions marketers are faced with on a day-to-day basis.

Easy-to-Follow Marketing Plan Template
Marketing: Real People, Real Choices, ninth edition, includes a handy supplement at the end of Chapter 3 that is a template of a marketing plan you can use as a road map as you make your way through the book. The template provides a framework that is keyed to the major topics in the book, which will enable you to organize marketing concepts by chapter and create a solid marketing plan of your own.

Marketing Plan Appendix
Appendix A, Marketing Plan: The S&S Smoothie Company, provides a basic marketing plan for this interesting, if fictitious, firm. The extended example gives students the foundation they need to craft a complete marketing plan for a class project. In addition, the plan includes helpful “how to” guidelines that answer many of the questions that students ask while developing their own plans.

Career Appendix
Appendix B, Your Future in a Marketing Career, provides guidance for students on how to plan for a successful and rewarding career in the field. Success is framed as developing a unique brand for yourself that meets the needs of the job market. Career guidance recommendations follow the steps in a marketing plan with suggestions at each step for critical thinking and specific actions.

End-of-Chapter Study Map
Each chapter has an integrative study map for students that includes an Objective Summary, Key Terms, and student assessment opportunities of several types: Concepts: Test Your Knowledge; Activities: Apply What You’ve Learned; Apply Marketing Metrics (more on this one follows); Choices: What Do You Think?, and Miniproject: Learn by Doing. By completing these assessments, students and instructors achieve maximum assurance of learning.

Measuring the Value of Marketing through Marketing Metrics
Just how do marketers add value to a company, and how can they quantify that value? More and more, businesses demand accountability, and marketers respond as they develop a variety of “scorecards” that show how specific marketing activities directly affect their company’s return on investment (ROI). And on the job, the decisions that marketers make increasingly are informed by a mix of data-based facts coupled with good old marketing instinct. Each chapter provides a Metrics Moment box that describes some important ways to measure key marketing concepts, including a short Apply the Metric exercise that asks the student to actually work with some of these measures. And every end-of-chapter includes an Apply Marketing Metrics exercise that provides additional opportunities for students to practice measures that marketers use to help them make good decisions. Pricing exercises included at the end of the Marketing Math Supplement following Chapter 10 provide the opportunity for students to work real-life pricing problems.
New and Updated End-of-Chapter Cases in This Edition
Each chapter concludes with an exciting Marketing in Action mini-case about a real firm facing real marketing challenges. Questions at the end let you make the call to get the company on the right track.

Instructor Resources
At the Pearson’s Higher Ed catalog, https://www.pearsonhighered.com/sign-in.html, instructors can easily register to gain access to a variety of instructor resources available with the book in downloadable format. If assistance is needed, Pearson’s dedicated technical support team is ready to help with the media supplements that accompany the book. Visit https://support.pearson.com/getsupport for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available with the ninth edition:

- Instructor’s Resource Manual
- Test Bank
- TestGen® Computerized Test Bank
- PowerPoint Presentation

This title is available as an eBook and can be purchased at most eBook retailers.
Michael R. Solomon

MICHAEL R. SOLOMON, Ph.D., joined the Haub School of Business at Saint Joseph’s University in Philadelphia as Professor of Marketing in 2006. From 2007 to 2013, he also held an appointment as Professor of Consumer Behaviour at the University of Manchester in the United Kingdom. From 1995 to 2006, he was the Human Sciences Professor of Consumer Behavior at Auburn University. Before joining Auburn in 1995, he was chairman of the Department of Marketing in the School of Business at Rutgers University, New Brunswick, New Jersey. Professor Solomon’s primary research interests include consumer behavior and lifestyle issues; branding strategy; the symbolic aspects of products; the psychology of fashion, decoration, and image; services marketing; and the development of visually oriented online research methodologies. He currently sits on the editorial boards of the Journal of Consumer Behaviour, the Journal for the Advancement of Marketing Education, the Journal of Marketing Theory and Practice, and Critical Studies in Fashion and Beauty. In addition to other books, he is also the author of Prentice Hall’s text Consumer Behavior: Buying, Having, and Being, which is widely used in universities throughout the world. Professor Solomon frequently appears on television and radio shows, such as The Today Show, Good Morning America, Channel One, the Wall Street Journal Radio Network, and National Public Radio to comment on consumer behavior and marketing issues.

Greg W. Marshall

GREG W. MARSHALL, Ph.D., is the Charles Hardwood Professor of Marketing and Strategy in the Crummer Graduate School of Business at Rollins College in Winter Park, Florida. For three years, he also served as vice president for strategic marketing for Rollins. Before joining Rollins, he was on the faculty of Oklahoma State University, the University of South Florida, and Texas Christian University. He also holds a visiting professorship in the Marketing Group at Aston Business School, Birmingham, United Kingdom. Professor Marshall earned a BSBA in marketing and an MBA from the University of Tulsa and a Ph.D. in marketing from Oklahoma State University. His research interests include sales management, marketing management decision making, and intraorganizational relationships. He is editor-in-chief of the Journal of Marketing Theory and Practice and former editor of the Journal of Personal Selling & Sales Management and currently serves on the editorial boards of the Journal of the Academy of Marketing Science, the Journal of Business Research, and Industrial Marketing Management. Professor Marshall is a member of the board of directors of the American Marketing Association, past president of the American Marketing Association Academic Division, a distinguished fellow and past president of the Academy of Marketing Science, and a distinguished fellow and past president of the Society for Marketing Advances. His industry experience before entering academe includes product management, field sales management, and retail management positions with firms such as Warner-Lambert, the Mennen Company, and Target Corporation.

Elnora W. Stuart

ELNORA W. STUART, Ph.D., is professor of marketing and associate dean of the George Dean Johnson, Jr. College of Business and Economics at the University of South Carolina Upstate. Prior to joining USC Upstate in 2008, she was professor of marketing and the BP Egypt Oil Professor of Management Studies at the American University in Cairo and professor of marketing at Winthrop University in Rock Hill, South Carolina, and on the faculty of the University of South Carolina. She has also been a regular visiting professor at Instituto de Empresa in Madrid, Spain. She earned a B.A. in theater and speech from the University of North Carolina at Greensboro and both an M.A. in journalism and mass communication and a Ph.D. in marketing from the University of South Carolina. Professor Stuart’s research has been published in major academic journals, including the Journal of Consumer Research, the Journal of Advertising, the Journal of Business Research, and the Journal of Public Policy and Marketing. For over 25 years, she has served as a consultant for numerous businesses and not-for-profit organizations in the United States and in Egypt.
Acknowledgments

We feature many talented marketers and successful companies in this book. In developing it, we also were fortunate to work with a team of exceptionally talented and creative people at Pearson. Emily Tamburri, Portfolio Manager, was instrumental in helping us solidify the vision for the ninth edition, and her assistance with decisions about content, organization, features, and supplements was invaluable. Kudos to Claudia Fernandes for managing the project with great efficiency and patience. Becky Brown deserves thanks for marketing the book successfully. And we’d like to add our special thanks to Stephanie Wall, Director of Portfolio Management, for working with the author team over the long term to ensure that our book continues its tradition as a creative and innovative leader in the principles of marketing space.

A special note of appreciation goes to Phillip Wiseman of the Crummer Graduate School of Business at Rollins College for his substantial contributions to Chapter 5—Marketing Analytics: Welcome to the Era of Big Data!—as well as his able assistance in bringing in fresh new ideas and a “millennial’s perspective” to other aspects of the ninth edition. Phillip’s hard work and commitment to excellence are most appreciated and he was a valued member of the ninth edition team. And thank you to Leroy Robinson of the University of Houston–Clear Lake, who so ably developed the Marketing in Action cases for this edition.

No book is complete without a solid supplements package. We extend our thanks to our dedicated supplement authors who devoted their time and shared their teaching ideas.

Finally, our utmost thanks and appreciation go to our families for their continued support and encouragement. Without them, this project would not be possible.

Many people worked to make this ninth edition a reality. Guidance and recommendations by the following professors and focus group participants helped us update and improve the chapters and the supplements:

REVIEWERS/FOCUS GROUP PARTICIPANTS
Pia A. Albinsson, Appalachian State University
Norma Anderson, Ivy Tech Community College
Eileen Archibald, Phoenix College
Michele Arpin, Chattanooga State Community College
Kelly Atkins, East Tennessee State University
Jacqueline Babb, Oakton Community College
Dana Bailey, East Tennessee State University
Koren Borges, University of North Florida
Susan Callender, Hudson Valley Community College
Ricky Caraballo, Miami Dade College
Jerome Christia, Coastal Carolina University
Christy Cole, Gulf Coast State College
Debbie Coleman, Miami University
Amy Danley, Wilmington University
Abid Din, Ivy Tech Community College
Jeff Fanter, Ivy Tech Community College
Monica Fine, Coastal Carolina University
Thomas F. Frizzell, Sr., Massasoit Community College
Gerald Yong Gao, University of Missouri–St. Louis
Roland Gau, University of Texas–El Paso
Tulay Girard, Penn State Altoona
Charles S. Gulas, Wright State University
Bonnie Guy, Appalachian State University
Mary Haines, Ohio University
Jennifer S. Hampton, Ivy Tech Community College
Eric Harvey, Ball State University
Karen Hawkins, Miami Dade College
Carol Heeter, Ivy Tech Community College
Donald Hoffer, Miami University
Eva Hyatt, Appalachian State University
Fernando R. Jimenez, University of Texas–El Paso
Sungwoo Jung, Columbus State University
Alex Kim, Long Island University–Post
Helen Koons, Miami University
Trina Lynch-Jackson, Ivy Tech Community College
Mark Mitchell, Coastal Carolina University
Lakshmi Nagarajan-Iyer, Middlesex County College
Denisse Olivas, University of Texas–El Paso
Timucin Ozzan, Southern Illinois University–Edwardsville
Courtney Pham, Missouri State University
Lisa Pucurs, University of North Carolina–Wilmington
Mohammed Rawwas, University of Northern Iowa
Julie Rigrish, Ivy Tech Community College
Kathryn Schifferle, California State University–Chico
Sarah M. Shepler, Ivy Tech Community College
Brent Smith, Saint Joseph’s University
Randy Stuart, Kennesaw State University
Ronda Taylor, Ivy Tech Community College
Russell G. Wahlers, Ball State University
Jefrey R. Woodall, York College of Pennsylvania
Doula Zaharopoulos, Phoenix College

EXECUTIVES
In addition to our reviewers and focus group participants, we want to extend our gratitude to the busy executives who gave generously of their time for the Real People, Real Choices features.

Executives Featured in Real People, Real Choices Vignettes
Chapter 1: Michael Baumwoll, Twitter
Chapter 2: Keith Sutter, Johnson & Johnson
Chapter 3: Stephanie Nashawaty, Oracle
Chapter 4: Cindy Bean, Campbell Soup Company
Chapter 5: Lisa Arthur, Teradata Corporation
Chapter 6: Dondeena Bradley, Weight Watchers
Chapter 7: Jennifer Sey, Levi Strauss
Chapter 8: Neal Goldman, Under Armour
Chapter 9: Becky Frankiewicz, Quaker Foods
Chapter 10: Betsy Fleming, Converse College
Chapter 11: Michael Ford, BDP International
Chapter 12: Stan Clark, Eskimo Joe’s
Chapter 13: Sara Bamossy, Pitch
Chapter 14: Rohan Deuskar, Stylitics, Inc.

REVIEWERS OF PREVIOUS EDITIONS

The following individuals were of immense help in reviewing all or part of previous editions of this book and the supplement package:

Camille Abbruscato, Stony Brook University
Roy Adler, Pepperdine University
Lydia Anderson, Fresno City College
Christopher Anicich, California State University–Fullerton
Carole S. Arnone, Frostburg State University
Gerald Athaide, Loyola College
Nathan Austin, Morgan State University
Xenia Balabkins, Middlesex County College
Fred Beasley, Northern Kentucky University
Gary Benson, Southeast Community College
Jas Bhangal, Chabot College
Gregory Spencer Black, Metropolitan State College of Denver
Greta Blake, York College of Pennsylvania
Silvia Borges, Miami Dade CC–Wolfson Campus
Norm Borin, California State Polytechnic University
Deborah Boyce, State University of New York Institute of Technology, Utica, New York
Tom Boyd, California State University–Fullerton
Henry C. Boyd III, University of Maryland–College Park
Rich Brown, Harding University
Val Calvert, San Antonio College
Charles R. Canedy, University of Hartford
Richard Celsi, California State University–Long Beach
Swee-Lim Chia, LaSalle University
Ruth Clottery, Barry University
Paul Cohen, Florida Atlantic University
Brian Connett, California State University–Northridge
Robert M. Cosenza, University of Mississippi
C. Brad Cox, Midlands Technical College
Brent Cunningham, Jacksonville State University
Mayukh Dass, Texas Tech University
Mark Davis, Harding University
Mark DeFanti, Providence College
George D. Deitz, University of Memphis
Patricia Doney, Florida Atlantic University
Michael Doston, Appalachian State University
Laura Dwyer, Rochester Institute of Technology
Rita Dynan, LaSalle University
Jill S. Dybus, Oakton Community College
Joyce Fairchild, Northern Virginia Community College
Elizabeth Ferrell, Southwestern Oklahoma State University
Angel M. Fonseca, MSCTE, Jackson College
Jie G. Fowler, Valdosta State University
Joanne Frazier, Montgomery College
Jon Freiden, Florida State University
Marlene Frisbee, AB-Tech College
Patricia Galtiz, Southeast Community College
Debbie Gaspar, Southeast Community College
Mike Gates, South Hills School of Business and Technology
Kenneth C. Gehrt, San Jose State University
Michael Goldberg, Berkeley College
Karen Welte Gore, Ivy Tech Community College
Kimberly Goudy, Central Ohio Technical College
Kimberly D. Grantham, University of Georgia
Arlene Green, Indian River State College
David Hansen, Texas Southern University
John Hardjimarcou, University of Texas–El Paso
Jeffrey S. Harper, Texas Tech University
Dana L. E. Harrison, East Tennessee State University
Manoj Hastak, American University
Kelli S. Hatin, SUNY Adirondack
John Heinemann, Keller Graduate School of Management
Dorothy Hetmier-Hinds, Trinity Valley Community College
Tariq Hossain, California State Polytechnic University, Pomona
Mark B. Houston, Texas Christian University
Gary Hunter, Case Western Reserve University
Annette Jajko, Triton College
Jacqueline J. Kacen, University of Houston
Jack E. Kant, San Juan College
Janice M. Karlen, LaGuardia Community College
Debra A. Laverie, Texas Tech University
Freddy Lee, California State University–Sacramento
David Lehman, Kansas State University
Ron Lennon, Barry University
Marilyn Liebrenz-Himes, George Washington University
Anne Weidemann Magi, University of South Florida
Cesar Maloles, California State University–East Bay
Norton Marks, California State University–San Bernardino
Doug Martin, Forsyth Technical Community College
Kelly Duggan Martin, Washington State University
Carolyn Massiah, University of Central Florida
Jane McKay-Nesbitt, Bryant University
Juan (Gloria) Meng, Minnesota State University, Mankato
Mohan K. Menon, University of South Alabama
Laura M. Milner, University of Alaska
Timothy R Mittan, Southeast Community College
Jakkri Mohr, University of Montana
Rex T. Moody, Angelo State University
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Michael Munro, Florida International University
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Lynn M. Murray, Pittsburg State University
Jun Myers, California State Polytechnic University–Pomona
Mark A. Neckes, Johnson & Wales University
Linda Newell, Saddleback College
Eric Newman, California State University–San Bernardino
Hieu P. Nguyen, California State University–Long Beach
David A. Norton, University of Connecticut
Elaine M. Notarantonio, Bryant University

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David A. Norton, University of Connecticut
Hieu P. Nguyen, California State University–Long Beach
Eric Newman, California State University–San Bernardino
Hieu P. Nguyen, California State University–Long Beach
David A. Norton, University of Connecticut
Elaine M. Notarantonio, Bryant University

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ACKNOWLEDGMENTS

David Oliver, Edison College
Beng Ong, California State University–Fresno
A. J. Otjen, Montana State University–Billings
Jason Keith Phillips, West Chester University
Lucille Pointer, University of Houston–Downtown
Abe Qastin, Lakeland College
Kevin Raiford, College of Southern Nevada
Rosemary P. Ramsey, Wright State University
John E. Robbins, Winthrop University
Matthew Roberts, California Polytechnic State University–San Luis Obispo
Bruce Robertson, San Francisco State University
Leroy Robinson, University of Houston–Clear Lake
Carlos M. Rodriguez, Delaware State University
L. Renee J. Rogers, Forsyth Technical College
Ann Renee Root, Florida Atlantic University
Barbara Rosenthal, Miami Dade Community College–Kendall Campus
Behrooz Saghafi, Chicago State University
Ritesh Saini, George Mason University
Charles Jay Schafer, Johnson & Wales University
Mary Schramm, Quinnipiac University
Joseph A. Schubert, Delaware Technical Community College, Wilmington Campus
Marcianne Schusler, Prairie State College
Susan Silverstone, National University
Lisa R. Simon, California Polytechnic State University
Samuel A. Spralils III, Central Michigan University
Melissa St. James, California State University–Dominguez Hills

Frank Svestka, Loyola University of Chicago
James Swartz, California State Polytechnic University–Pomona
Kim Taylor, Florida International University–Park Campus
Steven Taylor, Illinois State University
Susan L. Taylor, Belmont University
Nancy J. Thannert, Robert Morris University Illinois
John Thanopoulos, University of Piraeus, Greece
Jane Boyd Thomas, Winthrop University
Scott Thorne, Southeast Missouri State University
Mary Jean Thornton, Capital Community College
Judee A. Timm, Monterey Peninsula College
Sue Umashankar, University of Arizona
Sal Vees, Santa Monica College
Mary K. Wachter, Pittsburg State University
Beth Ghiloni Wage, University of Hartford
D. Roger Waller, San Joaquin Delta College
James R. Walton, Arkansas Tech University
Leatha Ware, Waubonsee Community College
Steve Wedwick, Heartland Community College
Casey Wilhelm, North Idaho University
Kathleen Williamson, University of Houston–Clear Lake
Mary Wolfinbarger, California State University–Long Beach
Kim Wong, Albuquerque TVI Community College
Steve Wong, Rock Valley College
Richard Wozniak, Northern Illinois University
Brent M. Wren, University of Alabama in Huntsville
Merv Yeagle, University of Maryland at College Park
Mark Young, Winona State University
Srzan Zdravkovic, Bryant University
Marybeth Zipperer, Montgomery College