**Joseph V. Russo, PhD**

Curriculum Vitae

August 2024

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| **Work**: University of Wyoming | **Home**: 1466 No. 22nd Street |
| McWhinney Hall 324 | Laramie, WY 82072-2366 |
| Laramie, WY 82071 | (307) 761-9197 |
| e-mail: jrusso1@uwyo.edu  | e-mail: josephvrusso@outlook.com |

**EDUCATION**

**Ph.D.** University of Nevada, Reno

Subject Area: Counselor Education and Supervision

**Dissertation**: *The Effects of Social Media Marketing on Help-Seeking Behavior*

**MBA** University of Nevada, Reno

Subject Area: Social Media Marketing

Secondary Focus Area of Study: Accounting and Finance

**MA** University of Nevada, Reno

General Subject Area: Educational Psychology

Secondary Focus Area: Marriage and Family Therapy

**BBA** California State University, Northridge

 Major: Accounting and Finance

Minor: Business Ethics

**PROFESSIONAL EXPERIENCES**

2024 – Present **Full-Time Lecturer, College of Education, University of Wyoming**

Retained for the Academic Year 2024-2025 as a full-time lecturer at UW’s College of Education to teach various courses within its program for pre-service teachers within the School of Teacher Education. Supervisor in this role: Dr. Scott Chamberlain.

2016 – 2024 **Part-Time Instructor, College of Education, University of Wyoming**

 Retained as an adjunct member of the faculty of the College of Education to teach on an as-needed basis, various courses within its program for marriage and family therapy, school counseling, and research methods; and, within the School of Teacher Education, courses on human growth and development. An award-winning teacher (Top Prof® and PIE Award Winner, 2018, 2019, 2020, 2021, and 2022). Supervisors in this role: Drs. Scott Chamberlain, Leslie Rush, and Alan Buss. Courses taught, with outstanding student course evaluation **scores in bold**, by semester:

Professional Counselor Ethics (graduate level) (**4.8** / 5) (Fall 2016)
Research Methods (graduate level) (**4.9** / 5) (Spring 2017) (ONLINE)
Research Methods (graduate level) (**4.7** / 5) (Fall 2017) (ONLINE)
Research Methods (graduate level) (**4.8** / 5) (Spring 2018) (ONLINE)
Foundations of Development (undergrad, post-bac) (**4.9** / 5) (Fall 2017)
Foundations of Development (undergrad, post-bac) (**4.8** / 5) (Spring 2018)
Foundations of Development (undergrad, post-bac) (**4.9** / 5) (Fall 2018)

 Foundations of Development (undergrad, post-bac) (**4.9** / 5) (Spring2019)

 Foundations of Development (undergrad, post-bac) (**5.0** / 5) (Fall 2019)

 Foundations of Development (undergrad, post-bac) (**5.0** / 5) (Spring 2020)

 Foundations of Development (undergrad, post-bac) (**5.0** / 5) (Summer 2020)

 Foundations of Development (undergrad, post-bac) (**5.0** / 5) (Fall 2020)

Foundations of Development (undergrad, post-bac) (**4.8** / 5) (Spring 2021)

Foundations of Development (undergrad, post-bac) (**4.8** / 5) (Summer 2021)

Foundations of Development (undergrad, post-bac) (**4.8** / 5) (Fall 2021 Hybrid)

Foundations of Development (undergrad, post-bac) (**4.9** / 5) (Spring 2022)

Research Methods (graduate level) (5.0 / 5) (Spring 2022, Independent Study)

Foundations of Development (undergrad, post-bac) (**5.0** / 5) Summer 2022

Foundations of Development (undergrad, post-bac) (**4.9** / 5) (Fall 2022)

Foundations of Development (undergrad, post-bac) (**4.9** / 5) (Spring 2023)

Foundations of Development (undergrad, post-bac) (**4.7** / 5) (Fall 2023)

Foundations of Development (undergrad, post-bac) (**4.8** / 5) (Spring 2024)

Foundations of Development (undergrad, post-bac) (pending) (Summer 2024)

2016- 2024 **Part-Time Instructor, College of Business, University of Wyoming**

Teaching as a part-time instructor within the University’s College of Business, I taught a *Capstone* class and *Introduction to International Business* within the College’s MBA program, as well as serving as a faculty advisor to MBA candidates in their required summer project engagements. As the instructor of record for the MBA Program’s *Capstone Class*, I led MBA Candidates in their international management immersion experience in Germany. In the 2023-2024 academic year, I led a cohort of MBA Candidates through an executive leadership course.

Courses taught, with **course evaluation scores in bold**, by semester:

MBAM 5303 International Business (MBA) (**4.8** / 5) Fall 2017
MBAM 5303 International Business (MBA) (**4.7** / 5) Fall 2018
MBAM 5301 Summer Engagement (MBA) (**4.9** / 5) Summer 2018\*\*

MBAM 5301 Summer Engagement (MBA) (**4.8** / 5) Summer 2019\*\*

MBAM 5303 International Business (MBA) (**4.5** / 5) Fall 2019

MBAM 5305 Capstone/Business Strategy (MBA) (**4.8** / 5) Fall 2019

INBU 4910 International Business (Argentina Immersive) Winter 2020

MBAM 5301 Summer Engagement (MBA) (**4.8** / 5) Summer 2020\*\*

MBAM 5305 Capstone/Business Strategy (MBA) (**4.6** / 5) Fall 2020

MBAM 5106 Professional Development (MBA) Fall 2020

MBAM 5206 Professional Development (MBA) Spring 2021

MBAM 5301 Summer Engagement (MBA) (**4.8** /5) Summer 2021\*\*

MBAM 5206 Professional Development (MBA) Fall 2021

MBAM 5305 Capstone/Business Strategy (MBA) (**4.5** / 5) Fall 2021

MBAM 5209 Executive Leadership (MBA) (**5** /5) Fall 2023/Spring 2024

Supervisor in this role: Dr. Benjamin Cook, MBA Program Director; as well as Mr. Steve Farkas, Associate Vice Provost, University of Wyoming [\*\* also see consulting activities]

2018 – 2021 **Part-Time Instructor, Laramie County Community College (LCCC)**

 Teaching as a part-time instructor at this local community college, I taught a variety of courses, including management theory, human growth and development, and advanced human growth and development.

2015 – Present **Coach, Counselor, and Executive Mentor in Private Practice, Laramie, Wyoming**

 In my private practice, leveraging 25+ years in for-profit businesses, I offer **executive mentoring** and **life coaching** services, in addition to serving the mental health needs of members of the Laramie community. With a theoretical orientation founded in *Rational Emotive Behavior Therapy*, my practice focuses on the needs of men and women of all ages, but with a focus on the needs of the recently unemployed - particularly those in Wyoming’s hard-hit extraction industries. As such, my practice includes considerable cyber-counseling outreach. I practice under a professional counseling license granted by the State of Wyoming (number PPL 974). As an **executive mentor**, my work is centered on strategic business management.

2016 - 2018 **Distance Mental Health Counseling Program Coordinator, College of Education, University of Wyoming.**

 In this role, I led a pilot program designed to test delivery of tele-mental health/cyber-counseling services to the University’s distant learners. With nearly 3,000 such students enrolled through the University’s Outreach School, and with knowledge that mental health challenges are at least as frequent with distance students as they are with the on-campus learner, this program was initiated to test and research the modality. Funded through a grant from the University’s College of Education, this **cyber-counseling** pilot began in October of 2016 and ran to the end of the spring semester 2018. It focused on mental health improvement as well as student retention. 101 students were served, with 15 of those indicating that the therapeutic work resulted in their staying enrolled in school and working toward a degree. 1000+ hours were accrued.

2014 – 2015 **Member - Board of Trustees, Counseling Association of South Australia**

 As a member of the Executive Governing Committee for this professional organization, I assumed specific duties as its *Membership Convener*, responsible for both clinical and professional membership applications, as well as renewal requests and requests for recognition of prior learning. Accomplishments during this time included a restructuring of membership categories to match those mandated by the country’s highest governance authority; a re-design of the Association’s database in support of the membership restructuring; and an overhaul of the Association’s social media presence and communication strategy.

 I was also a member of the board of Australia’s highest governance authority for mental health professionals, the Psychotherapy and Counseling Federation of Australia (PACFA) and served on a special committee responsible for nation-wide implementation of codes of ethics, research standards, operational optimization, and governmental inquiries. Achievements included a reorganization of the body while avoiding governmental intervention. Australia remains one of the few countries which still permit professional bodies to self-govern. Also see Consulting Activities below.

2013-2015\* **Group Chair, The Executive Connection (TEC), South Australia.**

When my wife was appointed to a professorship at the University of South Australia in May of 2013, we relocated to Adelaide, South Australia. I joined this executive coaching firm (a franchisee of Vistage International) and assumed **chair** **responsibilities** for a group of mid-sized company key (mid-level) executives. A chair assists his clients to achieve greater success in business and personal life, acting as a:  **Business coach** – Chairs have broad business experience and training they share with their clients to use in their organization; as a **Mentor** –a Chair act as a trusted confidant to help inspire, challenge and guide executives and leaders to greater personal success; and as a **Change agent** – Chairs inspire and assist their clients to tackle the tough challenges in their businesses and personal lives. \*Dr. Russo continues in this role as an Adjunct Member of the Coaching Staff.

2013 – 2015 **Psychotherapist in Private Practice, Adelaide, South Australia**

Shortly after relocating to South Australia, I began practicing as a therapist in the greater Adelaide metropolitan area. My work centered on the needs of individuals, men in transition (from active working lives to retirement), Australian Service veterans, couples in distress, and families. My theoretical orientation is *Rational Emotive Behavior Therapy*. Therapeutic practice in South Australia included cyber-counseling to those residing in outback communities throughout Australia and its Territories.

2012 – 2013 **Special Assistant to the Vice Provost, University of Nevada, Reno**

* Developed a comprehensive program around the instating of "student learning objectives" (SLO) as a measurable indicator of student and institutional success.
* Integrated the SLO framework into campus-wide systems.
* Introduced the SLO program to all faculty and staff in this 17,000-student institution of higher learning in Northern Nevada.

2007 – 2013 **Graduate Teaching Assistant, University of Nevada, Reno**

As a full-time doctoral student at UNR, I taught eight **undergraduate** and **graduate**-level courses in educational psychology, organizational psychology, and financial management in the mental health care sector. Among courses designed and then taught were:

* Introduction to Counseling Psychology
* Diagnosis in Mental Health
* Intermediate and Advanced Couples Therapy
* Ethics
* Family Systems
* Mental Health Practica
* Mental Health Care Practice Management Essentials

2002 – 2006 **Regional Vice President, Xerox Business Services, San Francisco**

I began work at Affiliated Computer Services (now a part of Xerox) in 2002 as a consultant, and then as a senior manager responsible for negotiating recurring **international** **licensing arrangements with Microsoft** on behalf of Xerox. In 2004, I became the first **Strategic Business Unit Manager** appointed by ACS to look after its relationship with key national and international accounts (in my case, American President Lines based in Oakland, California, an account worth some $27M to ACS **worldwide**). Duties included the oversight of **international** operations in Ghana, India, Singapore, Australia, and Chile.

Awarded the company’s *Rising Star®* commendation in 2003, after a successful first year and the saving of a key piece of business in the firm’s western region. Later, in 2005, I was promoted to **Regional Vice President** for ACS' west region where I had responsibility for a **$170m budget and 1,700 employees**. As ACS underwent restructuring for its eventual acquisition by Xerox, I left the company and returned to graduate school full time.

1999 – 2001 **Senior Manager, Microsoft Licensing Worldwide, Reno, Nevada**

In my role as Senior Manager, I managed a group of senior staff responsible for the relationship between Microsoft and its largest account re-sellers (LARs) throughout **North** and **South America, and Southeast Asia**. Overall growth in this period was on the order of 20% YOY, resulting in complex organizational and procedural challenges. I was responsible for innovative and systemic process changes, including the establishment of a "franchising approach" to corporate legal oversight of various contract documents, the changes to which while significant were too numerous for corporate legal to handle efficiently. We took on this responsibility locally and then reported on activities back to Corporate Counsel in Seattle, resulting in large savings of time, money, and customer satisfaction.

1982 – 1999 **Various Senior Executive Positions**

Following my certified public accounting position, I was recruited into a **venture capital firm** (Harvest Ventures) based in New York and asked to look after various of its investments from an operational perspective, as well as to perform due diligence on new acquisitions. My first assignment was the oversight of invested funds in a telecommunications company headquartered in Newport Beach, California, with offices in Toronto, London, New York, and St. Louis. My titular position was as **Chief Financial Officer** and **Member of the Board of Directors**. The invested company, then known as Account-A-Call, was used as a vehicle for other acquisitions including intellectual property. As examples: in 1988, I led a team that successfully completed the purchase of a division of IBM Corporation and worked to amalgamate that purchase into the larger company; and, in 1989 I led an acquisition of a firm based in Toronto, Ontario and London, England, specializing in telephony-computer integration. I concluded many other deals in this time frame, too numerous to list.

1979 – 1981 **Staff Accountant/Audit Supervisor, Grant Thornton International**

Then known as *Alexander Grant and Company*, Grant Thornton was just outside of the *Big Eight* of public accounting firms but offered its staff very real exposure to a multitude of industry types, from gaming (Caesar’s World Entertainment, MGM Entertainment) to local government, to small independent banking concerns throughout California. I was recruited into the firm out of college and progressed from **Staff Accountant** to **Audit Supervisor** for several mid-size certified audit engagements. The exposure was priceless and groomed me for all the financial management and leadership positions that were to come. As a part of that role, I and other audit seniors were called upon to lead CPA-exam review classes for new-hires. I have therefore taught a variety of courses including:

* Business Ethics;
* Accounting – introductory and intermediate;
* Introduction to Business Statistics; and,
* Cost Accounting – Introductory review

**AWARDS**

**PIE Teaching Award Recipient, Spring 2024.** I am proud to have been awarded the Promoting Intellectual Engagement (PIE) award for a *sixth* time.

**PIE Teaching Award Recipient, Spring 2023.** I am proud to have been awarded the Promoting Intellectual Engagement (PIE) award for a *fifth* time.

**Top Prof Award, Spring 2023.** This award, sponsored by the Mortar Board Society chapter at the University of Wyoming’s Honors College, was presented at a ceremony in February of 2023 to a group of 16 “top professors” as nominated by their students across the span of the undergraduate experiences.

**PIE Teaching Award Recipient, Spring 2022.** I am proud to have been awarded the Promoting Intellectual Engagement (PIE) award for a *fourth* time.

**PIE Teaching Award Recipient, Spring 2020.** I am proud to have the Promoting Intellectual Engagement (PIE) award for a *third* time.

**PIE Teaching Award Recipient, Spring 2019.** I am proud to have won the *Promoting Intellectual Engagement* (PIE) award *a second time*, recognition which is accorded instructors at the University of Wyoming who teach first- and second-year undergraduates and whose work has animated students’ interest in furthering their studies and engaging critically with all their subject matters. It is based upon a poll of students.

**PIE Teaching Award Recipient, Spring 2018.** The *Promoting Intellectual Engagement* (PIE) award is accorded to instructors at the University of Wyoming who teach first- and second-year undergraduates and whose work has animated students’ interest in furthering their studies and engaging critically with all their subject matters. It is based upon a poll of students.

**Rising Star Award, 2003**. The Rising Star Award is accorded by the Board of Directors of Xerox and recognizes one individual in the company whose contributions in their first year of service “not only met and exceeded the Company’s expectations but met and exceeded those of its customers around the world.”

**Employee of the Year Award, 1995**. Accorded by the Board of Directors and Chief Executive Officer of Centergistic Corporation (a subsidiary of Microsoft at the time), this award recognized “exemplary achievement in all areas of service to the company and its clients, domestically and internationally.”

**CERTIFICATIONS**

**National Certified Counselor** (NCC) was awarded by the National Board of Certified Counselors (NBCC) upon successful completion of the National Counselor’s Examination (NCE). Certificate 286071, expiring December 31, 2026. All continuing education (CE) hours are current. I also hold a NBCC *Distance Counseling Credential* (DCC).

**VOLUNTEER EXPERIENCE AND CAUSES**

**Member, Board of Directors –** *Wyoming Catholic Ministries Foundation.*In this role, I serve at the pleasure of the Bishop of the Catholic Diocese of Wyoming in his efforts to both raise and manage funds donated to the cause of extending the theological efforts of the Diocese state-wide.

**Chair, Board of Directors –** *Wyoming Chapter of the American Alzheimer’s Association*. In this role, I assisted the Director of the Chapter in his efforts to extend the reach of the work being done in funding research into Alzheimer’s. My term ended in early 2022.

**Chair, Parish Steering Committee –** *Diocese of Laramie, Parish of St. Paul’s Newman University Center* **–** in this role I serve as chair of the steering committee which advises the parish priest on matters pertaining to parish governance and a $25m construction budget targeting a new, expanded university prayer center. My term ended in May 2017.

**Child Protective Officer** – [*Archdiocese of*](http://www.linkedin.com/company/46043?trk=prof-vol_exp-org_name) ***Adelaide South Australia* -** Civil Rights and Social Action; In this role, I served the Archdiocese of Adelaide, South Australia, in all matters pertaining to the protection of its children from abuse, both from within the Church and without. My term ended in October 2015.

**Chair of the Board of Trustees** – *MetRX Foundation for Health Enhancement* – With an endowment of US$1.2Bn, the Foundation had worldwide impact around engineered food distribution into impoverished parts of the planet. I served as Chair from 1996 – 2002.

**Chair of the Board of Directors** – *Lifesavers International* – the original bone marrow transplant database formed in the late 1970s and later merged into America’s *March of Dimes*. I served as Chair from 1984 – 1986.

**Member, Board of Directors** – *Nevada Association of Marriage and Family Therapists*, a chartered state organization of the American Association for Marriage and Family Therapists (AAMFT). My term ran from November 2008 – October 2010.

**CONSULTING ACTIVITIES**

2021 **Faculty Advisor** to a team of MBA Candidates engaged in **consulting** to *Manufacturing Works* (MW), a joint federal and state initiative aimed at increasing the pull of industry to Wyoming. The project involved interviews with 22 CEOs throughout the state and a final report recommending various strategic moves that MW might make to increase its relevance within the state.

2020 **Faculty Advisor** to team of MBA Candidates engaged in **consulting** to a Wyoming-based for-profit enterprise (in data services and management). This consulting engagement was conducted entirely online and at a distance, in accordance with the State of Wyoming’s COVID19 regulations.

2019 **Faculty Advisor** to team of MBA Candidates engaged in **consulting** to four Wyoming-based for-profit enterprises (two in light industry, one in banking, and one – a personal investment for a director of a Cheyenne-based federal credit union).

2019 **Faculty Advisor** to a team of MBA Candidates engaged in **consulting** to *Skydex*, a Colorado Corporation and maker of specialized mattress systems for emergency services and military theater applications, in matters concerning an expansion of markets and customers outside traditional channels.

2018 **Faculty Advisor** to a team of MBA Candidates engaged in **consulting** to Blue Federal Credit Union (Cheyenne, WY) around issues of operational efficiency, credit union member satisfaction, lending practices, and future growth.

2017 **Consultant** to the Associate Dean of the University of Wyoming’s College of Nursing. In this role, I am introducing the tele-mental health/cyber-counseling modality to a cohort of 25 professional nurses enrolled in the College’s *Doctor of Nursing Practice* program. *Wednesday Morning’s with Dr. Russo* is aimed at familiarizing these students with health systems delivery across the Internet.

2016 **Consultant** to the Association Dean of the Outreach School at the University of Wyoming. Assisting the distance education unit on implementation of tele-counseling/cyber-counseling and on-line student advisement services. The pilot program was rated a success, with some 900 treatment hours accrued.

2015\* **Consultant** to Scaled Management Systems, a South Australian firm engaged in food and factory-floor safety audits, to assist the company with a period of rapid growth. Work originally began as a function of my role as TEC Chair (detailed above in Professional Experiences) but was then engaged separately. \* This work continues as a part of Dr. Russo’s private practice (see above)

2014 **Consultant** to the Psychotherapy and Counseling Federation of Australia, PACFA, as it moved to institute a variety of operational changes to conform to government requests, as well as a modernization and rationalization of its code of ethics to conform to the Australian Psychology Association Code of Ethics as well as to achieve some degree of parity to both British and American codes.

2011 **Consultant** to the Associate Dean for the College of Education, University of Nevada, Reno, on its **CACREP[[1]](#footnote-1) renewal** for the years 2012-2016; assisted the compilation of the renewal application; researched relevant data in support of same; liaised to faculty, and other assorted data mining activities in support of the application process.

2010 **Consultant** to the University of Nevada’s *Downing Counseling Teaching Clinic*, at the request of the Department Chair, as it sought to implement **real-time monitoring** of master’s student counseling learning activities. I assessed existing networking and audio-visual capabilities and **recommended new infrastructure** to support new monitoring technologies (e.g., cameras in treatment rooms).

2009 As part of a grant awarded by **AmeriCorps,** I led anger management workshops inside of an inner-city elementary school in Reno, Nevada. Working primarily with 7th and 8th graders, the work consisted of group sessions with identified problem children with anger issues, as well as with interested teaching faculty in the management of in-class challenges.

1997 **Consultant** to *The Red Rose Catalog*, a specialty products catalog with distribution to 2.5m households in the US and Canada, on matters pertaining to a wholescale shift from an exclusively print media marketing strategy to a hybrid digital/print media strategy. I was engaged to o**ptimize fulfillment and supply chain operations**, then based in San Francisco, into a new distribution center based in Tennessee; rationalize digital subscription and purchasing methods to the new distribution center; and, to **make personnel recommendations** for new management structures.

**CONFERENCE AND OTHER PRESENTATIONS**

Russo, J.V. Alpha Kappa Psi Beta Nu Special Event Speaker (November 2018). *Somehow, I Managed: A High-Tech executive looks back on his career*. AKPBN Speaker’s Conference 2018, Laramie, Wyoming.

Russo, J.V., & Bruce, M.A. Wyoming Counseling Association Conference (October 2017). *Cyber-Counseling at the University of Wyoming: Innovations and experiences.* WCA Annual Conference 2017, Cody, Wyoming

Russo, J.V. (2017. The Distance Teaching and Learning Conference (July 2017. *Click here for mental health: An overview of the University of Wyoming’s outreach to distant learners in need*. DT&L 2017 Conference, Madison, Wisconsin.

Russo, J.V. & Bruce, M.A. (2017). The Shephard Symposium at the University of Wyoming (March 2017). *Reaching the distant learner by means of telecommunication*. Shephard Symposium, Laramie, Wyoming.

Russo, J. V. (2011). Ethnographic and Qualitative Research Conference (June 2011). *Master Student’s Psychotherapy Theoretical Orientation: A Qualitative Inquiry into the Decision-Making Process as to the Selection of a Counseling Theory of Choice.* Ethnography and Qualitative Research Conference, Cedarville, Ohio.

**PUBLICATIONS**

Russo, J. V. (2018). Got Mission? These tips will help you write your own personal “elevator story.” *The Eagle’s Eye Review, a publication of Laramie County Community College*, 2(3), 1-2.

Russo, J. V., Bruce, M. A., & Scull, W. R. (2017). Click here for mental health support: Extending mental health services to the isolated learner, part two. *Dean and Provost, 20*(1), 1-4. doi:10.1002/dap

Russo, J. V., Bruce, M. A., & Scull, W. R. (2017). Click here for mental health support: Extending mental health services to the isolated learner, part one. *Dean and Provost, 20*(1), 1-4. doi:10.1002/dap

Russo, J. V., Bruce, M. A., & Scull, W. R. (2017). Click here for mental health support: Extending mental health services to the isolated learner, part one. *Student Affairs Today, 19*(12), 1-4. doi:10.1002/say

Russo, J. V., Bruce, M. A., & Scull, W. R. (2017). Click here for mental health support: Extending mental health services to the isolated learner, part two. *Recruiting and Retaining Adult Learners, 19*(5), 1-4. doi:10.1002/nsr

Russo, J. V., Bruce, M. A., & Scull, W. R. (2017). Click here for mental health support: Extending mental health services to the isolated learner, part one. *Recruiting and Retaining Adult Learners, 19*(4), 1-6. doi:10.1002/nsr

Russo, J. V., Bruce, M. A., & Scull, W. R. (2017). Click here for mental health support: Extending mental health services to the isolated learner, part two. *Student Affairs Today, 20*(1), 1-4. doi:10.1002/say

Russo, J.V. (2007). Trials and tribulations of the non-traditional student: A businessman returns to college after 25 years. *The University of Nevada Today, 45*(2). (out of print).

Russo, J.V. & Brutocao, R.G. (1990). Acquisition of the IBM-ROLM **International** Analysis Center: A CEO’s Guide to High Technology Business Valuation. *Telecommunications Today, 14*(2). Out of Print.

Russo, J.V. (1989). The Chief Financial Officer’s Guide to Tele-Communications Cost Accounting: The role of Account-A-Call in Your Business. *Telecommunications Tod*

1. Council for Accreditation of Counseling and Related Educational Programs [↑](#footnote-ref-1)