

JAMES C. MCHANN JR.

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EDUCATION

- Postdoc** A.B. Freeman School of Business, Tulane University—postdoctoral studies in Management & Marketing; the program is designed in conjunction with AACSB to confirm SA status. Tulane is ranked in the top 2% of US research universities.
- Ph.D.** King’s College, University of Aberdeen, Scotland—Philosophical Hermeneutics (an approach within theory of knowledge, largely synonymous with classic epistemology, but focused especially upon how human beings come to understand truth, learn in constantly changing contexts, and communicate meaning across time, languages, and cultures). Aberdeen is one of the oldest (1495) and best research universities in the United Kingdom, and it is ranked consistently among the top 1% of the world's universities.
- M.B.A.** Kellogg School of Management, Northwestern University—General Management with emphases in strategy and global marketing. Kellogg was ranked the #1 business school in the USA when I attended, and it is often ranked in the top ten.
- Th.M.** Dallas Theological Seminary—four-year graduate degree program in Ancient Near Eastern Studies & Hebrew, Greco-Roman Culture & Koine Greek, Philosophy, History of Religions, Personal and Social Ethics. DTS is one of the most selective graduate schools of its type.
- B.A.** Mississippi College—Philosophy and Business Administration. Mississippi College was recently ranked among the top 25 southern regional universities in the US.

WORK EXPERIENCE

VISITING PROFESSOR IN MANAGEMENT AND MARKETING

2017-PRESENT

Doermer School of Business
Purdue University Fort Wayne
Fort Wayne, Indiana

- The Richard T. Doermer School of Business is one of the largest schools of the university with about 1,000 students. It is accredited by HLC and AACSB.
- Assigned to teach courses in the B.S.B and M.B.A. programs: BUS 10000 - Principles of Business Administration; BUS 44000 – Personnel and Human Resources Management; BUS 54202 - Leadership and Management of People in Organizations; BUS 40400 Social, Legal, and Ethical Implications of Business Decisions; BUS 401 40100 Administrative Policy; BUS 49007 Strategic Thinking for Personal and Professional Success; and BUS 59000 Strategic Management
- Teaching on-ground, blended, and online classes using Blackboard.
- Received the *Excellence in Teaching Award MBA+* (2019)
- Received the *Excellence in Teaching Award PMBA* (2018)
- Voted into the Purdue University Fort Wayne *Alliance for Teaching Enrichment*

PROFESSOR OF STRATEGY AND MANAGEMENT**2007- 2017**

Walsh College of Accountancy and Business Administration

Troy, Michigan

- Walsh College is a not-for-profit, stand-alone business school with about 4,000 students, most of whom are graduate students. Accredited by HLC and ACBSP.
- Hired to teach primarily in the Doctor of Management (DM) in Executive Leadership Program. Assigned teaching responsibilities also in the Bachelor of Business Administration, Masters in Management, Master of Business Administration, and Masters of Science in Management programs.
- Classes developed and taught: MGT 461 Business Strategy & Policy; MGT 501 Management, Organizational Learning, and Change; MGT 546 Strategic Management of Organizations as Complex Adaptive Systems; MGT 547 Strategic Management of Human, Structural, and Relationship Capital; MGT 548 Strategic Management of Knowledge and Innovation; MGT 549 Managing Strategic Renewal and Change; MGT 590 Strategic Management; MGT 617, Strategy Implementation & Change; MGT 702 Creating Organizational Value Through Knowledge & Intellectual Capital; MGT 706, Evolution of Economic, Leadership, and Managerial Thought in Society; MGT 715 Building Structural Capital; and MGT 750 Managing Change & Sustaining Success
- Received highest department chair's performance evaluation for 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, and 2016 annual reviews, i.e., overall "Exceeds" rating.
- Received consistently high student evaluations on teaching, including class average scores up to 4.9/5.0 and 5.0/5.0.
- Successful experience teaching large and small classes; on-ground classes; "flipped" or blended classes; and online classes using Educator, Desire2Learn, Moodle and Blackboard. Comfortable in all modalities.
- Nominated in 2013 by the President and Management Chair for a *U.S. Professor of the Year* award.
- At the end of the 2017 academic year, Walsh appointed a new president, a new dean, a new department chair of management, and began pursuing new directions forward. It became time for me to pursue a new path too.

Special Academic Service

- **Fulbright Scholar** (2014) in the Department of Business Administration in the College of Commerce & Management Sciences at Berhampur University, Odisha, India.
Gave lectures and seminars to postgraduate, PhD students, and faculty that focused upon approaches to strategic management that develop human capital by infusing into the strategic management process, and organizational structure, certain methods of individual and organizational learning. Lectures given also at The American Center, Kolkata; the University of Calcutta; and the Globysn Business School: <http://www.marketwatch.com/story/walsh-college-faculty-member-receives-fulbright-scholar-award-2013-09-11>.
- **Visiting Scholar** (2011-12) in the Department of Business Administration in the College of Economics, Business & Law, University of Gothenburg, Sweden. (The University of Gothenburg is the 3rd oldest and one of the most prestigious universities of Sweden. A recent world ranking put it at #2 among Swedish universities.)

Invited to serve as a visiting scholar and engage in collaborative research, especially with faculty focused upon learning and change. Presented lectures in strategic management from the perspective of organizational learning and human capital development; participated in graduate and faculty seminars; collaborated on research activities with faculty; conducted research toward integrating scientific thinking, systems thinking, and hermeneutical thinking within a theory of knowledge that can be more useful in business research, teaching, and practice.

Recent Scholarship and Academic Presentations

- Frost, L., & McHann, J. (2019). *Exploring the infusion of individual and organizational resilience into management courses*. Paper presented at the System Dynamics Society Conference 2019: Resilience and Sustainability in a Changing World, Albuquerque, New Mexico; July 21-25.
- McHann, J., & Frost, L. (2019). *Living the mission: Delivering a practical business education through authentic learning*. Paper presented at the MBAA International Annual Conference, Chicago, Illinois, USA, March 27-29.
- McHann, J., & Suntornpithug, N. (2019). *Recipes for transformative learning experiences: Assignments designed to connect course content to situated learning contexts*. Paper accepted for the Indiana Teaching and Learning Conference, Fort Wayne, IN, February 22.
- McHann, J. (2018). *Complex adaptive systems theory and the business economics implications of the butterfly effect: A strategic philosophy of no little people, no little places, no little events*. Presentation at the MBAA International Annual Conference, Chicago, Illinois, USA, April 28-30.
- McHann, J. (2018/19). *The three horizons: Strategic management from the inside-out. A guide for life and work*. [Final title TBD]. Manuscript in preparation for a scholarly trade book that could be used in graduate or undergraduate classes, as well as appeal to a wider audience. Publication targets: e.g., Oxford, Routledge, John Wiley, Sage, Jossey-Bass.
- McHann, J., & Frost, L. (2018/19). *Living strategy: Strategic management for individuals and organizations*. [Final title TBD]. Manuscript in preparation for an undergraduate textbook to guide a practical, how-to, application-oriented strategic management process. Publication targets: e.g., Sage, Pearson, McGraw-Hill.
- McHann, J., & Frost, L. (2018/19). *Transforming business education: Increasing the use of living case studies*. Manuscript in preparation from paper presented at the Academy of Management and targeted to the journal *Management Learning*.
- Renewed agreement (2016) to serve on the Editorial Review Board of the *International Journal of Information Systems and Social Change (IJISSC)*, IGI Global, Pennsylvania, USA.
- Renewed agreement (2016) to serve on the Editorial Advisory Board of the *Journal of Strategy* for the Department of Management, College of Commerce and Management Sciences, Berhampur University, Odisha, India.
- McHann, J. (2016). *Leading by asking good questions: Engaging employees at all levels in the strategic management of organizations*. Seminar given to senior executives of The National Kidney Foundation of Michigan, January 8.

- McHann, J. (2015). *Becoming a learning executive: A fresh approach to the strategic management of organizations*. Seminar given to senior executives of Sun Communities, Inc. in conjunction with Deloitte, November 3.
- McHann, J. (2015). *Strategic management for financial executives: Session 1—The evolution of management thought and practice; Session 2—The path ahead; Session 3—A practical approach to becoming a learning executive*. Workshop given to senior financial executives in Michigan in conjunction with Deloitte, MICAP, and Walsh College, September 17.
- McHann, J. & Frost, L. (2015). Spirituality in the management of self: Rationale and approaches in management courses. *Proceedings of the Spirituality and Creativity in Management World Congress*, <http://www.esade.edu/homesite/eng/scmwc/>. Paper presented at the Spirituality & Creativity in Management World Congress in Barcelona, Spain, April 23-25.
- Frost, L. & McHann, J. (2015). Cleaning the closet of management innovation: The forgotten stage of exnovation. *Global Business & Economics Anthology*, 2, 15-31.
- Frost, L. & McHann, J. (2015). Cleaning the closet of management innovation: The forgotten stage of exnovation. *Global Business & Economics Anthology*. Paper presented at the 27th Business & Economics Society International Conference, Albufeira/Algarve, Portugal, July 6-9.
- McHann, J. (2015). *Entrepreneurs, start-up strategy, and the technical graduate*. Lecture given to the faculty and postgraduate students of the School of Business and the School of Technology at Gitam University, Hyderabad, Andhra Pradesh, India, February 12.
- McHann, J. (2015). *The Mind of the entrepreneur vs. the bureaucrat*. Seminar given to the faculty and postgraduate students of the College of Commerce & Management Sciences, Berhampur University, Odisha, India, February 13-14.
- McHann, J. (2015). *Strategic management in the knowledge age*. Seminar given to the faculty and postgraduate students of the Globsyn Business School, Kolkata, West Bengal, February 17.
- McHann, J. (2015). *New curriculum approaches & experiential pedagogy in business schools*. Workshop conducted for the faculty of Globsyn Business School, Kolkata, West Bengal, India, February 18.
- McHann, J. (2015). *Emerging business opportunities for sustainable development*. Keynote address given at the UGC Sponsored International Seminar 2015, Berhampur University, Odisha, India, April 6.
- McHann, J. (2015). *The evolution of management thought*. Keynote address at a special meeting of the Bengal Chamber of Commerce, Kolkata, India, April 8.
- McHann, J. (2015). *The evolution of management thought*. Keynote address at a special meeting of the Calcutta Management Association, Kolkata, India, April 9.
- Frost, L., & McHann, J. (2014). Top management in the middle: Strategic role conflict in MNC subsidiary managers. *Global Business and Economics Anthology*, 2, 1-16. Paper presented prior to publication at the 24th Business & Economics Society International Conference, Florence Italy, July 6-9.
- McHann, J., & Frost, L. (2014, August). Co-moderated International Expert Panel on the Use of System Theory in Collaboration and Distributed Management. In André Reichel, Zeppelin University, Friedrichshafen, Germany (Chair), *System Theory VI: System-Theoretical Perspectives on Climate Change and Managerial Ethics*. Professional Development Workshop at the annual meeting of the Academy of Management, Philadelphia, PA.

- Chaired the doctoral dissertation committee for three students:
 - Gary Labbe, The effects of selected elements of organizational structural capital on nursing team performance. (A quantitative study.) Doctorate earned 2014.
 - David Olszewski, The use of systems thinking by the industrial engineer as organizational leader. (A quantitative study.) Doctorate earned 2014.
 - David Bazzetta, Whistle-blowers and post-conventional moral development: Toward ethical and moral leadership. (A quantitative study with some qualitative elements to enrich the insights gained.) Doctorate earned 2014.
- McHann, J., & Frost, L. (2013, August). Co-moderated International Expert Panel on the Use of System Theory in Collaboration and Distributed Management. In André Reichel, Zeppelin University, Friedrichshafen, Germany (Chair), *System Theory IV: System-Theoretical Perspectives on Capitalism, Business and the Future of Economic Action*. Professional Development Workshop at the annual meeting of the Academy of Management, August 9-13, Orlando, FL.
- McHann, J. (August, 2013). *Management and various organizational purposes in markets: A system-theoretical perspective on inequality, competition, and power in an open society*. Paper accepted for presentation at the Academy of Management, Orlando, Florida.
- McHann, J. (2012). Changed learning needs: Some reflections on B-school education. In J. Marques, S. Dhiman, S. Holt (Eds.), *Business administration education: Changes in management and leadership strategies* (pp. 105-238). New York: Palgrave-MacMillan.
- McHann, J. (2012, August). *Increasing the Use of System Theory in Economics and Business: Issues, Obstacles, and Ways Forward*. Keynote address presented in the Professional Development Workshop, *System Theory III: System-Theoretical Perspectives on Collaboration and Distributed Management*, at the annual meeting of the Academy of Management, Boston, MA.
- McHann, J., & Frost, L. (2012, August). Co-moderated International Expert Panel on the Use of System Theory in Collaboration and Distributed Management. In André Reichel, Zeppelin University, Friedrichshafen, Germany (Chair), *System Theory III: System-Theoretical Perspectives on Collaboration and Distributed Management*. Professional Development Workshop at the annual meeting of the Academy of Management, Boston, MA.
- Bazzetta, D., & McHann, J. (2011). Whistle-blowers and post conventional moral development: Toward identifying ethical leadership." Paper presented at the *Eighteenth Annual International Conference Promoting Business Ethics*.
- McHann, J., & Frost, L. (2011, August). Co-moderated international expert panel on the use of system theory in research methods and managerial methods. In André Reichel, University of Stuttgart, Germany (Chair), *System Theory on the Ground: Research Methods and Managerial Applications*. Professional Development Workshop conducted at the annual meeting of the Academy of Management, San Antonio, Texas.
- McHann, J., & Frost, L. (2011, August). *Transforming business education: Increasing the use of living case studies*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas.
- McHann, J. (2011, July). Awarded, "Outstanding Conference Participant," at the meeting of the Business & Economics Society International, Split, Croatia.

- McHann, J., & Frost, L. (2011, July). Co-moderated international expert panel. In Demetri Kanterlis (Chair), *Future applications of system dynamics in economics and business research*. Symposium conducted at the annual meeting of the Business and Economics Society International, Split, Croatia.
- McHann, J., & Frost, L. (2010, August). *Infusing experiential learning into business education: Student perceptions of living case study approach versus traditional case studies*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada.
- McHann, J., & Frost, L. (2010, July). *Using 'living case studies' to infuse experiential learning into business education*. Paper presented at the meeting of the Business & Economics Society International, Athens, Greece.
- Olszewski, D., & McHann, J. (2010, June). The industrial engineer as organizational leader: An assessment of contemporary industrial engineering skills. *Proceedings of the International Institute of Industrial Engineers*, Cancun, Mexico.
- McHann, J. & Frost, L. (2010). Integrating experiential learning into business courses: Using learning journals to create living case studies. *American Journal of Business Education*, 3(8), 1-12.
- McHann, J. & Frost, L. (2009). Integrating experiential learning into business courses: Using learning journals to create living case studies. *Proceedings of the Clute Institute for Academic Research*, Las Vegas, Nevada. The paper received the "Best Paper Award."
- McHann, J. (2008, February). *Using leadership and management principles in church ministry*. Paper presented at the meeting of the Presbytery of Detroit Annual Church Leadership Conference, Detroit, Michigan.
- Ronis, R., & McHann, J. (2008). *Vision working group future security trends: Précis & literature review*. Unpublished research document assessing the United States' future security environment and utilized in a study commissioned by the United States Congress. In S. Ronis (Ed.), *Project on national security reform: Vision working group report and scenarios*. Washington, D.C.: Strategic Studies Institute, U.S. Army War College.
- Invited to serve as a reviewer for scholarly journals published by Inderscience Publishers, Ltd in the United Kingdom.

Recent Teaching, Academic, and Professional Activities

- Conferences Attended: Academy of Management Annual Conference in Chicago, IL, August 9-13, 2018; MBAA International Annual Conference, Chicago, Illinois, USA, April 28-30, 2018; Academy of Management Annual Conference in Anaheim, CA, August 5-9, 2016; Academy of Management Annual Conference in Vancouver, Canada, August 7-11, 2015; Business & Economics Society International Annual Conference in Albufeira, Portugal, July 6-9, 2015; Spirituality & Creativity in Management World Congress in Barcelona, Spain, April 23-25; Business & Economics Society International Conference, Florence Italy, July 6-9, 2014; Academy of Management Annual Conference in Orlando, FL, August 9-13, 2013; Academy of Management Annual Conference in Boston, MA, August, 10-17, 2012; Business & Economics Society International Conference in Split, Croatia, July 6-9, 2011; Academy of Management Annual Conference in San Antonio, TX, August, 10-17, 2011; AACSB's Business Accreditation Seminar, January 28-29, 2011, Tampa, FL; Academy of Management Annual Conference in Montreal, August, 6-10, 2010; Business & Economics Society International Conference in Athens, Greece, July 15-19, 2010;

the Academy of Management Annual Conference in Chicago, August 6-11, 2009; Clute Institute for Academic Research Annual Conference in Las Vegas, October 5-7, 2009; Foundations for Leadership: Initiating and Sustaining Profound Change, facilitated by Peter Senge of the Society of Organizational Learning at MIT, September 23-25, 2008.

- Served on Special Committee to Revised Walsh College IP Policy (2016); Joint Committee with Deloitte, MICPA, and Walsh college to plan the curriculum content and program for the *2016 Annual Michigan Finance Leaders Development Forum*, (September 22, 2016), and the *2015 Annual Michigan Finance Leaders Development Forum*, (September 17, 2015) where I served as Keynote Speaker; Special Committee to Rewrite Faculty Handbook (2015); Special Committee to Write Faculty Senate Bylaws (2014); Curriculum Committee (2008-2013); Faculty Committee to Revamp Doctor of Management Curriculum (2010); AACSB Study Committee (2012); Scholarship Committee (2012); Faculty Governance Committee (2012); Intellectual Property Policies & Procedures Committee (2011, 2012); Faculty Committee to Establish Scholarship Performance Criteria & Requirements (2010); Doctor of Management Curriculum Committee (2007-2013).
- Asked to lead a faculty team to review, revise, and systematize the management content taught across a newly developed MBA curriculum (2014).
- Collaborated with a team of colleagues to standardize the content, assess outcomes, and engage in continuous improvement of the strategy capstone course for BBA students and the introductory course for MBA students across multiple sections (2007-2014). Developed a process to mentor students in all sections, using a feedback system on student learning journals related to their application of course concepts to life and work experiences, in order to drive “learning by doing.”
- Conducted research and consulted with the Michigan State Senate’s Economic Development Committee, chaired by Senator Michael Kowall, on a new strategic plan for the State (2008).

Professional Memberships

- AOM—Academy of Management
- SMS—Strategic Management Society
- SOL—Society for Organizational Learning
- BESI—Business and Economics Society International
- NASPH—North American Society for Philosophical Hermeneutics

PRESIDENT & CEO

Bloomfield Consulting Group, LLC
Bloomfield Hills, Michigan

2001-Present

- Developed a series of training seminars, workshops, and consulting sessions for Senior Vice Presidents, financial managers, doctors, nurse managers, etc., on “How to Make a Business Case” to gain board approvals for strategic financial investments in various initiatives, projects, capital equipment purchases, program development, etc. Training and consulting work done, initiated in May, 2019, for

the Strategy and Business Development Department of Parkview Health Systems, Fort Wayne, Indiana, in conjunction with the Division of Continuing Studies at Purdue University Fort Wayne.

- Worked with executives and middle managers at *MedPro Group* in Fort Wayne, Indiana (a *Berkshire Hathaway Company*) on how to develop learning-by-doing practices and systems to increase individual and organizational learning, adaptation, and positive change. Gave a “Lunch and Learn” presentation to all staff on 8/2/18 on individual and organizational practices to progress in “Knowing, Doing, Being.”
- Consulted with the Executive Management team of a New Delhi and U.S. State Department connected NGO, *One Light One Child*, and two Private Limited companies, *Thrive Solar Energy* and *M2 Human Capital Development*, regarding marketing and distribution of solar lamps to off-grid villages and rural areas throughout India.
- Consulted with the Bhubaneswar Office of the *Entrepreneurship Development Institute of India*, which is sponsored and backed by five of the largest banks in India, including the State Bank of India, on training curricula that can develop entrepreneurs to carry forward the government’s mandate on providing solar energy to 500 million off-grid Indians in villages and rural areas.
- Invitation to hold discussions at the British Deputy High Commission about enhancing faculty exchange programs and the development of India-U.S.-U.K. relations with Helen LaFave (U.S. Consul General), Gaurav Bansal (Consul for Political and Economic Affairs), and Scott Furseedonn-Wood (British High Commissioner).
- Consulted with the Chairman of the Globsyn Group and the Academic Council of the Globsyn Business School, Kolkata, West Bengal, India, on the new initiatives of the New Delhi government regarding demands for curricular innovations and the new assessments of skills training in MBA programs.
- Retained by a private equity group to develop the marketing plan for a new product line of single serve coffee brewers manufactured in China; also tasked with launching the product in the U.S., opening national accounts for the product and distributing it through multiple channels to consumers
- Worked with a Tier 1 supplier, Maritz, Inc., to lead performance improvement and process management initiatives within a GM marketing zone and to select GM dealerships; conducted focus groups & discussions with stakeholders, interpreted/applied qualitative and quantitative research data to business strategy formation, business planning & marketing planning; executed consultation deliverables; led training and operational improvement meetings with managers and employees
- Crafted a strategy for a financial advisory firm to provide retirement planning services to employees of local businesses; helped to implement the initial phase of the strategy at Goldcrest Financial Services
- Advised entrepreneurs attempting to start a media and marketing company for women’s sports, developed initial business plan, including the marketing plan
- Retained by Haverstick, Inc. to help develop first phase of a comprehensive IT-based learning strategy for managers, administrative staff, doctors, nurses, medical faculty, medical students, nursing students, community physicians, families of patients, and outside contractors and vendors at the 11,000 employee and 3 billion dollar budget Cincinnati Children’s Hospital and Medical Center
- Guided a new technical training institute, NorthStar Institute of Technology, LLC, during its first year:
 - Formed LLC, raised capital, acquired facility & computers for 1,000-student capacity IT training school; recruited and hired an experienced management team and 21 highly certified faculty;

- Developed the business & marketing plan; reestablished corporate training and student placement alliances with 260 southeast Michigan based corporations; achieved status as a Microsoft Certified Technical Education Center; developed partnerships for outsourced training with two local colleges.

PRESIDENT & CEO

1990 - 2001

William Tyndale College
Farmington Hills, Michigan

Strategy, Change Management, & Operations

- Assumed the presidency in July, 1990, after the prior president had been forced to resign due to severe political attacks from elements of the faculty, staff, and alumni. The prior president was an excellent leader and a gentle man in his early fifties, who was so psychologically and professionally damaged by these attacks that he never worked again. As a result of these troubles, the College was at the point of financial collapse and closure.
- Engaged successfully in intense personal public relations, crisis financial management, emergency fund raising, and organizational restructuring to stabilize the College and lay foundations for growth.
- Taught seminars & courses in leadership, management, marketing management, and Christian thought
- Strengthened Board: recruited 12 new members (*e.g.*, President, Michigan Board of Education; Deputy Speaker of the British House of Lords; VP for Asia-Pacific Operations, Chrysler Int'l; Managing Partner, PriceWaterhouseCoopers; Executive Director of PBS; CEO of William Beaumont Hospitals; *etc.*); improved Board's organization, procedures, & Bylaws
- Created a more market-driven, customer-oriented culture by personally leading a continuous, college-wide strategic planning process that redefined the College's mission, objectives, values, and programs
- Increased diversity: hired a number of minority & female faculty and senior administrators, including the first black & later first female VP for Academic Affairs
- Helped College reinvent itself as a progressive, higher-quality liberal arts college with professional studies; led a thorough revamping of the core curriculum and added a number of new degrees and majors in mathematics, natural sciences, technology, business, and professional studies
- Recruited new full & part-time faculty with Ph.D.s or M.B.A.s from institutions like Oxford (England), the U. of London (England), the U. of Edinburgh (Scotland), the U. of Aberdeen (Scotland), the U. of Wales (England), the Sorbonne (France), Harvard, Yale, Cornell, Brown, Stanford, Northwestern, U. of Chicago, Johns Hopkins, USC, West Point, Drew, Pepperdine, NYU, Temple, Purdue, and Michigan
- Guided institution successfully through HLC self-study and reaccreditation visit
- Full P&L responsibility; took over institution at verge of bankruptcy and closing; downsized budget in first years, increased revenue in successive years; maintained institution financially during my tenure, *i.e.*, from 1990-2001
- Restructured the organization and increased productivity by improving personnel quality, morale, pay, and teamwork, installing a campus-wide intra/internet system, and training faculty & staff in IT skills
- Developed concepts, architectural plans, IT infrastructure, and personnel to transform a traditional library into a \$8,000,000 IT-based learning resource center to serve as the pedagogical and

administrative hub for the entire College; initiated efforts to develop IT-based distance learning curriculum/degrees

Marketing & Business Development

- Translated the strategic plan into an actionable marketing plan for constituency development, student recruiting and fund raising efforts
- Significantly broadened the intellectual, ideological, cultural, ethnic, and ecclesiastical nature of the college; established a dramatic number of new partnerships with new constituency groups
- Doubled gift income in first year despite recession, thereby preventing the immediate and anticipated closure of the institution due to financial distress; led annual fund-raising efforts; established endowed chairs, raised \$13,000,000 in gifts/pledges in two years toward a multi-year capital campaign goal
- Personally raised a \$1.5 million congressional line-item appropriation with help from Senator Abraham, Congressman Knollenberg, and Governor Engler for learning resource center construction
- Generated growing recognition in the community, *e.g.*, fund-raising dinners drew crowds up to 2,000 select guests; speakers included Gerald Ford (President of the United States), Dennis Archer (Mayor of Detroit), John Engler (Governor of Michigan), William Bennett (U.S. Secretary of Education), Charles Colson (Templeton Prize Awardee), John McDougall (President of Ford-Europe), Charlton Heston (President, Screen Actors Guild), Dan Quayle (Vice President of the United States), Alonzo McDonald (Deputy Chief of Staff, Carter Whitehouse; Chairman & CEO of McKinsey & Company), James Dobson (Chairman, Focus on the Family), Carolyn Cox (Deputy Speaker, British House of Lords)
- Tripled enrollment to c. 1,000 students & dramatically increased the academic quality of entering students (entering freshmen with GPAs of 3.5 and ACT scores of 25 or better increased from less than 1% to 40%) and the academic achievements of graduates (63% of alumni in 2001 went on to graduate school)
- Developed an articulation agreement with Madonna University for a teacher education program and a series of articulation agreements with area community colleges and technical institutes, including a very successful agreement with Computer Learning Centers, Inc. in Madison Heights, MI, in order to further increase enrollments.
- When Computer Learning Centers, Inc. nationally went out of business, after the U.S. Department of Education withdrew its financial aid privileges, the College did not have the funds to purchase its assets. The Board gave me and two partners formal approval to make the purchase, and quickly reconstitute the IT training center in a joint venture with the College. Formal approvals were also received from the MDCD, HLC, and the U.S. Department of Education. Initially named Tyndale Technical Institute, the name was soon changed to NorthStar Institute of Technology in order to develop identical agreements with other local colleges. The agreement developed with Rochester College impressed the HLC, which invited us to present a seminar on such agreements at its annual meeting in Chicago. The agreements with Tyndale and Rochester were in full compliance with all U.S. Department of Education regulations.
- Resigned from the College on June 13, 2001, to focus my full time and energies to develop the technical institute business and to pursue additional joint ventures with other small colleges of liberal arts and professional studies in Michigan, Ohio, and Indiana.
- Some months after I resigned, the Librarian & IT Administrator at Tyndale became the new Provost. He

opposed the agreement with the technical institute; he contacted the U.S. Department of Education and shared misinformation about the agreement; and he lobbied the Interim President, a trustee and retired auto executive, to pull out of the agreement and to take actions that resulted in the College becoming non-compliant with financial aid regulations. When investigators from the U.S. Department of Education threatened the Interim President and Board with legal action for regulatory non-compliance, they made false accusations to shift blame to me and my partners.

- Four years later, one of my partners and I were charged with fraud. Depleted of funds to defend myself, I was forced initially to plead guilty to avoid the risk of many years in prison. Not being able to live in good conscience with that decision, however, I changed my plea to innocent, and using a public defender, I went to trial in federal court to present my documented account of events. On October 3, 2005, the court acquitted and exonerated me on all counts.
- After years of sacrificial and successful leadership, these false accusations and legal challenges created the most perplexing and painful experiences of my life, but they drove also one of the greatest periods of learning, growth, and personal transformational as well: I became a wiser, better person as a result.
- Five years after I left the College, it closed due to faculty departures, falling enrollments, and decreasing fund raising results.

PRESIDENT & CEO

1987 - 1990

PROFESSOR OF HERMENEUTICS

1978 - 1990

International School of Theology

U.S. Headquarters in Arrowhead Springs, California

Classroom Teaching and Student Mentoring

- Taught classes in hermeneutics, philosophy, biblical studies, ministry and communications
- Worked closely with a small team of students to train, mentor, counsel and guide their growth
- Voted by students multiple years in succession as best classroom teacher and best student mentor
- Chaired the department of biblical studies
- Selected by the institution to continue doctoral studies; offered full scholarship and all expenses paid by the institution for four years of doctoral study at any university of my choosing anywhere in the world

General Management & Global Management

- Assumed presidency in 1987 at age 37: full P&L responsibility; led a legal, financial, and organizational restructuring; moved from a history of deficit budgets and deep debt to four successive balanced budgets and a small starting endowment of \$1.5 million to provide scholarships for needy students from the Third World
- Orchestrated a turnaround in market image as demonstrated by scientifically conducted polls
- Developed a new curricular approach for world-wide extension programs for up to 3,000 students
- Worked to expand educational operations in the Far East from a Manila-based headquarters
- Opened new campuses in Singapore & Kiev, adding to existing campuses in U.S., Africa, & the Pacific

- Left the institution to accept an offer to lead a Michigan college transformation into liberal arts and professional studies. About ten years after leaving, the International School of Theology—still operating quite successfully and constructively—was absorbed by Cru, a large international ministry organization based in Orlando, Florida to serve as its training and education entity

ASSOCIATE PASTOR**1977 - 1978**Hope Church
Akron, Ohio

- Taught a variety of classes for adults
- Responsible for visiting all the church's members and people in the local community, who were sick and/or hospitalized, elderly, shut-ins, residing in nursing homes, juvenile delinquents, prisoners, emotionally troubled or disturbed, and experiencing marriage problems
- Responsible for community outreach activities, *e.g.*, Red Cross blood drives, addressing adult illiteracy in inner-city low-income housing projects, *etc.*
- Worked with junior high and high school students; focused upon personal work with individuals to provide support to parental efforts to guide the young person's optimal growth