

CURRICULUM VITAE

TIMOTHY J. GALPIN, Ph.D.

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OVERVIEW:

Tim Galpin is Senior Lecturer of Strategy and Innovation, Director of the Postgraduate Diploma in Strategy and Innovation at Saïd Business School, University of Oxford, best-selling author, Board Member, and an advisor to Boards and senior management. Tim brings over three-decades of practical knowledge and experience, combined with proven approaches and pragmatic tools to his teaching and consulting to organizations in various industries around the world, helping them successfully plan and implement complex efforts including strategy formulation and execution, M&A due diligence and post-deal integration, organizational transformation, and culture change. Tim's consulting clients, audiences of his speaking engagements, and participants in his courses gain practical know-how, pragmatic actions, and field-tested tools to effectively transform their organizations and achieve measurable results.

EDUCATION:

Ph.D. University of California, Los Angeles, CA, Organization Development, 1989

M.S. Southern Illinois University, Carbondale, IL, Management, 1985

B.A. State University of New York, Plattsburgh, NY, Liberal Arts, 1983

ACADEMIC APPOINTMENTS – TEACHING AND UNIVERSITY EXPERIENCE:

Senior Lecturer, Saïd Business School, University of Oxford, 2017 - Present

Courses Taught – Undergraduate:

- Strategic Management Tutorials

Courses Taught – Graduate/MBA:

- MBA and Executive MBA Strategy
- MBA and Executive MBA Mergers and Acquisitions
- MBA and Executive MBA Entrepreneurship Projects Supervisor
- Diploma Projects in Strategy and Innovation Supervisor

Courses Taught – Executive Education:

- Strategic Management
- Mergers and Acquisitions

Director, Postgraduate Diploma in Strategy and Innovation (DipSI), Saïd Business School, University of Oxford, 2021 - Present

Achievements:

- Redesigned the DipSI orientation programme
- Optimized the assessment of assignments across all programme modules
- Enhanced cross-module content integration

Academic Director, MBA Program, Saïd Business School, University of Oxford, 2019 - 2021

Achievements:

- Three-year average top-twenty Financial Times global ranking of MBA programs
- Implemented new core impact course, Capitalism in Debate
- Optimized the assessment of assignments across all courses
- Implemented cross-course integration delivery and assessment
- Implemented four-week block scheduling model
- Standardized MBA course hours to 24 across all courses
- Moved to online and hybrid offerings to address Covid delivery
- Expanded the Creative Destruction Lab entrepreneurship program
- Optimized the Global Opportunities and Threats program
- Reengineered the MBA Electives selection process

Professor of Management Practice (Clinical Professor), Colorado State University, 2013 - 2017

Courses Taught – Undergraduate:

- MGT 479 Strategic Management
- MGT 420 New Venture Creation
- MGT 340 Fundamentals of Entrepreneurship
- MGT 330 Innovation and Corporate Entrepreneurship
- MGT 482 International New Venture Creation (conducted in Europe – London, Paris, Berlin, Prague, and Amsterdam)

Courses Taught – Graduate/MBA:

- MGT 679 Principles of Strategic Management
- BUS 621 Strategic Decision-Making
- BUS 665 MBA Capstone

Assistant Professor of Management, Colorado Mesa University, 2011 - 2013

Courses Taught – Undergraduate:

- MANG 491 Strategic Management
- MANG 450 Entrepreneurship
- MANG 373 Leadership

Associate Professor of Management, University of Dallas, College of Business, 2005 – 2011

Courses Taught – Graduate/MBA:

- MANA 6305 Value-Based Leadership
- MANA 7343 Management Consulting
- MANA 8310 Strategic Management
- MANA 6340 Entrepreneurship
- MANA 7369 Strategic Human Resources Management
- MANA 7355 Planning and Control of Services
- BUAD 8310 Business and Society
- BUAD 8390 Capstone (final MBA course, 'live' client consulting assignment)
- BUAD 8101 Professional Internship (coaching and oversight of student internships)

Course Evaluations:

- Course evaluation scores consistently at 90% or above “Percent Favorable Rating” on all dimensions measured.

SCHOLARSHIP:

Dissertation:

“The impact of a three-day outdoor management development program on selected self-perceptions of the participants” University of California, Los Angeles, 1989.

Books:

Galpin, T.J. 2023. *The Strategist’s Handbook: Tools, Templates, and Best Practices Across the Strategy Process*. Oxford, UK: Oxford University Press.

Galpin, T.J. 2020. *Winning at the Acquisition Game: Process - Tools, templates, and best practices across the M&A process*. Oxford, UK: Oxford University Press.

Galpin, T.J., and Herndon, M. 2014. *The Complete Guide to Mergers & Acquisitions: Process Tools and Templates for Merger Integration at Every Level*. 3rd Edition. San Francisco: John Wiley & Sons.

Galpin, T.J., Whittington, J.L., and Bell, R.G. 2012. *Leading the Sustainable Organization: Development, Implementation, and Assessment*. New York: Routledge.

Galpin, T.J., and Herndon, M. 2007. *The Complete Guide to Mergers & Acquisitions*. 2nd Edition. San Francisco: John Wiley & Sons.

Galpin, T.J., and Herndon, M. 2000. *The Complete Guide to Mergers & Acquisitions*. San Francisco: John Wiley & Sons.

Galpin, T.J. 1997. *Making Strategy Work: Building Sustainable Growth Capability*. San Francisco: Jossey-Bass.

Galpin, T.J. 1996. *The Human Side of Change: A Practical Guide to Organization Redesign*. San Francisco: Jossey-Bass.

Refereed Book Chapters:

Galpin, T.J., 2022. Talent Management During Mergers and Acquisitions. In Ibraiz Tarique (Ed.), *Contemporary Talent Management: A Research Companion* (1st edition). Routledge: NY, New York.

Galpin, T.J., and Hebard, J., 2018. Strategic Management and Sustainability, in Borland, Lindgreen, Vanhamme, Maon, Ambrosini, and Palacios Florencio (Ed.), *Business Strategies for Sustainability: A Research Anthology*. (pp. 165-178). New York, NY: Routledge.

Galpin, T.J., 2015. Creating a Culture of Global Citizenship: Update, in M. McIntosh (Ed.), *Globalization and corporate citizenship: The alternative gaze*. (pp. 148-161). Sheffield, UK: Greenleaf Publishing.

Galpin, T.J., and Whittington, J.L. 2012. Creating Culture of Sustainability in Entrepreneurial Enterprises, in M. Wagner (Ed.), *Entrepreneurship, innovation and sustainability*. (pp. 68-87). Sheffield, UK: Greenleaf Publishing.

Whittington, J.L, Maellaro, R., and Galpin, T.J. 2011. Redefining success: The foundation for creating work-life balance, in S. Kaiser, M. J. Ringlstetter, D. R. Eikhof , & M. Pina e Cunha (Eds.), *Creating balance? International perspectives on the work-life integration of professionals*. (pp. 65-77). Springer: Berlin/Heidelberg.

Galpin, T.J. 2010. Redefining Due Diligence to Jump Start Effective Integration, in R. Gleich, G. Kierans, & T. Hasselbach (Eds.), *Value in Due Diligence*. (pp.139-153). Farnham, United Kingdom: Gower.

Academic Journal Articles:

Galpin, T.J. and de Vibe, M. 2024. Incorporating ESG across the M&A process, *Strategy & Leadership*, Vol.(Number) forthcoming.

Galpin, T.J. 2023. The strategist's view needs to extend beyond planning to execution, *Strategy & Leadership*, 51(4), 3-11.

Gilligan J., and Galpin, T.J. 2022. Rethinking the M&A process: Learning Private Equity's Secret to Outperforming Corporate Strategic Acquirers, *Strategy & Leadership*, 50(3), 21-28.

Galpin, T.J., 2022. Nudging Innovation Across the Firm: Aligning Culture with Strategy, *Journal of Business Strategy*, 43(1), 44-55.

Galpin, T.J. 2021. As Another M&A Wave Begins: Three Keys to Success, *Strategy & Leadership*, 49(2), 20-25.

Galpin, T.J. 2019. Avoid M&A Assimilation Heartburn: An Actionable Model for Cultural Due Diligence and Integration, *Strategy & Leadership*, 47(4), 20-25.

Galpin, T.J., 2019. Strategy Beyond the Business Unit Level: Corporate Parenting in Focus, *Journal of Business Strategy*, 40(3), 43-51.

Galpin, T.J., 2018. Realizing Your Strategy's Potential: A Seven-Step Model for Its Effective Execution, *Strategy & Leadership*, 46(6), 35-43.

Galpin, T.J., 2018. Reap Exceptional Value from M&A: Manage it as a Core Competence, *Strategy & Leadership*, 46(5), 17-25.

Galpin, T.J., and Hebard, J., 2015. Sustainability in Start-Up Ventures: What Founders Say Versus What They Do, *World Journal of Entrepreneurship, Management and Sustainable Development*, 11(4), 246-255.

Galpin, T.J., Whittington, J.L., and Bell, R.G., 2015. Is Your Sustainability Strategy Sustainable? Creating a culture of sustainability, *Corporate Governance*, 15(1), 1-17.

Galpin, T.J., Joufflas, G., and Gasta, M. 2014. Leading the Sustainable Organization at Vail Resorts, *Journal of Business Strategy*, 35(6), 19-30.

- Galpin, T.J., 2013. Creating a Culture of Global Citizenship, *Journal of Corporate Citizenship*, 49, 34-47.
- Galpin, T.J., Maellaro, R., and Whittington, J.L. 2012. Evidence From the Field: OD tools and methods that positively impact M&As, *OD Practitioner*, 44(3), 13-18.
- Galpin, T.J., and Whittington, J.L. 2012. Sustainability Leadership: From strategy to results, *Journal of Business Strategy*, 33(4), 40-48.
- Galpin, T.J., Whittington, J.L., and Maellaro, R. 2012. Identifying, Retaining, and Re-Engaging Key Talent during Mergers and Acquisitions: A best practices framework, *People & Strategy*, 35(1), 42-48.
- Galpin, T.J., and Bell, R.G. 2010. Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures. *Journal of Business and Entrepreneurship*, 22(2), 29-39.
- Galpin, T.J., and Whittington, J.L. 2010. Merger Repair: A conceptual framework for restoring employer/employee relationships. *Journal of Behavioral and Applied Management*, 12(1), 48-68.
- Whittington, J.L., and Galpin, T.J. 2010. The Engagement Factor: Building a high-commitment organization in a low-commitment world. *Journal of Business Strategy*, 31(5), 14-24.
- Galpin, T.J., and Whittington, J.L. 2009. Creating a Culture of Candor in the Leadership Classroom. *Journal of Leadership Education*, 8(2), 10-19.
- Galpin, T.J. 2008. From the Deal World to the Real World: Maximizing M&A value after the deal is done. *Business Strategy Series*, 9(2), 57-64.
- Galpin, T.J., and Herndon, M. 2008. Merger Repair: When M&As go wrong. *Journal of Business Strategy*, 29(1), 4-12.
- Galpin, T. J., Hilpirt, R., and Evans, B. 2007. The Connected Enterprise: Beyond division of labor. *Journal of Business Strategy*, 28(2), 38-47.
- Galpin, T.J. 1998. When Leaders Really Walk the Talk: Making strategy work through people. HR. *Human Resource Planning*, 21(3), 38-45.
- Galpin, T.J. 1997. Making Strategy Work. *Journal of Business Strategy*, 18(1), 12-15.

Academic Conference Presentations/Papers:

- Meskelis, S., Whittington, J.L., Beldona, S., and Galpin, T.J. 2017. Field Test of an Integrative Model of Meaningfulness and Employee Engagement. *Western Academy of Management*, Palm Springs, CA.
- Meskelis, S., Beldona, S., Whittington, J.L., and Galpin, T.J. 2016. A Cross-Cultural Study of an Integrative Model of Meaningfulness and Employee Engagement. *Academy of International Business*, New Orleans, LA.

- Whittington, J.L., Bell, R.G., and Galpin, T.J. 2012. Evaluating Potential Substitutes for Leader-Member Exchange Using Fuzzy Set Methodology, *Western Academy of Management*, Annual Meeting, La Jolla, CA.
- Galpin, T.J., Rosenberg, M., and Bridge, M. 2011. Teaching Essential Merger and Acquisition (M&A) Skills, *Mountain Plains*, Annual Meeting, Grand Junction, CO.
- Galpin, T.J., Whittington, J.L., and Bell, R.G. 2011. Leading the Sustainable Organization, *Mountain Plains*, Annual Meeting, Grand Junction, CO.
- Galpin, T.J., and Whittington, J.L. 2011. Green Leadership: Toward a comprehensive process model of corporate sustainability, from strategy to results, *Western Academy of Management*, Annual Meeting, Victoria, British Columbia.
- Whittington, J.L., Galpin, T.J., and Watters, J. 2011. The Prison Entrepreneurship Program (PEP): Social entrepreneurship in the Texas prison system, *United States Association for Small Business and Entrepreneurship*, Annual Meeting, Hilton Head Island, SC.
- Galpin, T.J., and Bell, R.G. 2010. Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures, *Association for Small Business & Entrepreneurship*, Annual Mtg, Fort Worth, TX. Best Paper Award–Runner Up.
- Galpin, T.J., and Whittington, J.L., 2010. How Deals Flow: Toward a comprehensive process model of mergers and acquisitions, *Academy of Management*, Annual Meeting, Montreal, Canada.
- Galpin, T.J., Whittington, J.L., and Maellaro, R. 2010. Retention and Re-engagement: Identifying, keeping, and re-engaging key talent during mergers and acquisitions, *Eastern Academy of Management*, Annual Meeting, Portland, ME.
- Maellaro, R., Whittington, J.L., Galpin, T.J., and Peregoy, R. 2010. Leadership Across the Curriculum: One business school's response to the criticism of MBA programs, *Southwest Academy of Management*, Annual Meeting, Dallas, TX.
- Galpin, T.J., and Whittington, J.L. 2009. Merger Repair: A conceptual framework for restoring employer/employee relationships, *Southern Management Association*, Annual Meeting, Asheville, NC.
- Whittington, J.L., and Galpin, T.J. 2009. The Engagement Factor: Building a high-commitment organization in a low-commitment world, *Academy of Management*, Annual Meeting, Chicago, IL.

Academic Conference Proceedings:

- Whittington, J.L., Galpin, T.J., and Watters, J. 2011. The Prison Entrepreneurship Program (PEP): Social entrepreneurship in the Texas prison system, Proceedings of the *United States Association for Small Business and Entrepreneurship*, Annual Meeting, Hilton Head, SC.
- Galpin, T.J., and Bell, R.G. 2010. Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures, Proceedings of the *Association for Small Business & Entrepreneurship*, Annual Meeting, Fort Worth, TX. Best Paper Award – Runner Up.

Galpin, T.J., Whittington, J.L., and Maellaro, R. 2010. Retention and Re-engagement: Identifying, keeping, and re-engaging key talent during mergers and acquisitions, Proceedings of the *Eastern Academy of Management*, Portland, ME.

Galpin, T.J., and Whittington, J.L. 2009. Merger Repair: A conceptual framework for restoring employer/employee relationships, Proceedings of the *Southern Management Association*, Annual Meeting, Asheville, NC.

Working Papers (in process):

“Applying Dynamic Capabilities to address Bounded Rationality in Mergers and Acquisitions”

“Hardiness as a predictor of entrepreneurial aspirations”

“The M&A stampede: An application of herd theory to mergers and acquisitions”

Professional Journal/Magazine Articles:

Galpin, T.J., 2015 Q4. The last word: Cutting the clichés in Mergers and Acquisitions. *Capital Insights*, 50.

Galpin, T.J., and Alleman, J. 2003. Maximizing deal value: What every director needs to know about M&A integration. *Director's Monthly*, 16-18.

Galpin, T.J. 1999. The real deal in mergers and acquisitions. *Human Resource Professional*, 12(2), 7-11.

Galpin, T.J. 1999. Creating shareholder value through people. *Handbook of Business Strategy*, 307-311.

Galpin, T.J. 1998. Making the Deal Work, *The Pfeiffer Annual*.

Galpin, T.J., and Murray, P. 1997. Connect human resource strategy to the business plan. *HR Magazine*, 42(3), 99-104.

Galpin, T.J. 1997. Raising the bar of change management. *Human Resource Professional*, 10(2) 15-19.

Galpin, T.J. 1997. Merger integration: The ultimate change management challenge. *Mergers & Acquisitions: The Dealmaker's Journal*, 31(4), 24-28.

Robinson, D.E., and Galpin, T.J. 1996. In for a change: Re-recruiting your ‘human capital’ during turbulent times. *HR Magazine*, 41(7), 90-93.

Galpin, T.J. 1996. Connecting culture to organizational change. *HR Magazine*, 41(3), March, 1996, 84-90.

Galpin, T.J. 1995. Changing the change leader. *Employment Relations Today*, 22(3), 83-90.

Galpin, T.J. 1995. Pruning the grapevine: The role of effective communications in the process of organizational change. *Training and Development Journal*, 49(4), 28-33.

Galpin, T.J. 1994. Managing human performance. *Employment Relations Today*, 21(2), 207-225.

INVITED PRESENTATIONS, INTERVIEWS, AND MEDIA CITATIONS

Presentations:

- New York University, Stern School of Business Mergers & Acquisitions Program
- UBS
- Saudi Aramco
- GE
- Intel
- Comerica Bank
- TECO Energy (Tampa Electric Company)
- Mobil Oil
- Lyondell Petrochemicals
- Philadelphia Chamber of Commerce
- Bayer (Milan, Italy)
- Latin America HR Congress (Mexico City, Mexico)
- Arcelor Steel (Barcelona, Spain)
- Harrods of London (London, England)
- Bangkok Chamber of Commerce (Bangkok, Thailand)
- Banco do Brasil (Brasilia, Brazil)
- Salon Capital Humanos (Madrid, Spain)
- IESE Business School (Barcelona, Spain)
- Hong Kong Chamber of Commerce (Hong Kong, China)
- Executive HR Forum (Irving, TX)
- The Indus Entrepreneurs, The Emerging Tri-Polar World: USA-India-China (Dallas, TX)

Radio and Television Interviews:

- CNBC Asia "Market Wrap"
- Reuters Television
- National Business Radio Network "Business Day"
- KERA (Dallas Public Radio) "Morning Edition"
- KMNY Money Radio, Los Angeles
- TCI Television Network "Business Talk"
- KOAI Radio business news, Dallas

Media Citations:

- New York Times
- Bloomberg
- Financial Times
- Wired
- The Houston Business Journal
- The Dallas Business Journal

- Taipei Times
 - Entrepreneur.com
 - Kansas City Business Journal
 - Mergers & Acquisitions: The Dealmaker's Journal
-

MEMBERSHIPS:

- Academy of Management
-

SERVICE TO THE UNIVERSITY:

UNIVERSITY OF OXFORD

Academic Director:

2021-Present: Postgraduate Diploma in Strategy and Innovation

2019-2021: MBA Programme

Faculty Advisor:

2018-Present: Saïd Business School Consulting Club Advisor

2018-Present: First generation undergraduate student advisor

Committee Member:

2021-Present: Saïd Business School Diploma Programs and Teaching Committee

2018-Present: Saïd Business School Degree Programs and Teaching Committee

2018-Present: Saïd Business School Executive MBA Examination Committee

COLORADO STATE UNIVERSITY

Faculty Advisor:

2014-Present: CSU College of Business Consulting Club Advisor

2014-Present: CSU College of Business Entrepreneurship Club Advisor

Committee Member:

2014-2017: CSU/Blue Ocean Enterprises Entrepreneurship Challenge Judging Committee.

2014-2017: CSU Department of Management Funding and Resources team.

2014-2017: CSU Department of Management Marketing, Branding, and Promotion team.

2013-2017: Facilitator for the CSU Department of Management strategic planning process.

COLORADO MESA UNIVERSITY

Committee Member:

2012-2013: CMU Department of Business Strategy Committee.

2011-2013: CMU Teacher-to-Teacher Committee, to develop university-wide teaching best practices.

2011-2013: CMU Entrepreneurship Day (E-Day) Committee.

2011-2013: CMU Department of Business Marketing Committee.

2012-2013: CMU Department of Business Management Search Committee.

2011-2013: CMU Department of Business Newsletter Editor.

UNIVERSITY OF DALLAS COLLEGE OF BUSINESS

MBA Core Curriculum Course Coordinator:

2008-2011: Value-Based Leadership

Faculty Advisor:

2006-2011: University of Dallas Business Plan Competition: Co-Organizer

2005-2011: University of Dallas Entrepreneurship Association: Advisor

Committee Member:

2010-2011: UD COB Strategic Planning Committee

2010-2011: UD COB Dean's Council

2006-2011: UD COB Academic Review Board (Chair)

2009-2011: UD COB Retention Committee

2005-2006; 2009-2011: Center for Professional Development Committee

2006-2007: UD COB Core Curriculum Committee

2005-2006: UD COB Strategic Planning Committee

SERVICE TO THE PROFESSION:

2022-Present: Editorial Advisory Board Member *Journal of Business Strategy*

2022-Present: Contributing Editor *Strategy & Leadership*

2021: Reviewer for *Journal of Strategy and Management*

2020: Reviewer for *Journal of Strategy and Management*

2020: Reviewer for *Management Decision*

2020: Reviewer for *Strategy & Leadership Journal*

2019: Reviewer for *Journal of Strategy and Management*

2019: Reviewer for *Strategy & Leadership Journal*

2019: Reviewer for *European Conference on Information Systems*

2018: Reviewer for *Academy of Management Perspectives*

2018: Reviewer for *Strategy & Leadership journal*

2018: Reviewer for *Small Business Economics Journal*

2017: DBA dissertation committee member, Simone Meskelis, University of Dallas

2017: DBA dissertation committee member, Enoch Asare, University of Dallas

2017: Reviewer for *Journal of Organizational Change Management*

2016: Reviewer for *Management Decision*

2016: Reviewer for *Sustainability*

2015: Reviewer for *California Management Review*

2015: Reviewer for *Management Decision*

2015: Blue Ocean New Venture Enterprise Challenge entry selection committee member

2014: Reviewer for *Corporate Governance: The international journal of business in society*

2013: Strategic Planning, Colorado Credit Union

2013: Merger and acquisition consulting to Verizon

2012: Expert Witness, Bank of America merger and acquisition litigation

2011: Reviewer for *California Management Review*

2011: Reviewer for *Western Academy of Management* annual meeting

2010: Reviewer for *Academy of Management* annual meeting

2010: Reviewer for *Association for Small Business & Entrepreneurship* annual meeting

2009: Reviewer for *Southern Management Association* annual meeting

- 2006: Advisory Council Member, Research Advisor. HR's Role in Mergers and Acquisitions: Tools for the Chief Human Resources Officer
- 2006: Advisory Council Member, Research Advisor. Pedagogy in an Online Graduate Business Course: A Delphi Study, Alicia Gallegos-Butters, Doctoral Dissertation, San Diego, CA
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INDUSTRY EXPERIENCE:

Timothy Galpin Consulting, 2005 – Present

Consulting in the areas of mergers and acquisitions (M&A), strategy development and execution, organizational transformation and culture change, and M&A expert witness.

Founder and Managing Partner, Integration Partners, 2002 – 2005

A Dallas and Chicago based strategy execution consulting firm, with a focus on post-merger integration and merger repair. Responsible for setting and executing all aspects of the company's strategy, including product/service offerings, go to market strategy, project delivery, and client service.

Global Practice Leader, Merger & Acquisition Services, Watson Wyatt Worldwide, 1996 - 2002

Lead a team to build all M&A related consulting services to clients of Watson Wyatt Worldwide - in 90 offices and 30 countries. Responsible for leading and managing all M&A consulting services including consulting process design, material development, project sales, delivery, and measurement, and consultant hiring and development.

Principal, Merger and Acquisition Integration Services, Pritchett & Associates, Inc., 1995 - 1996

Responsible for leading and managing all M&A consulting services, including: M&A integration consulting process design, materials development, project sales, project delivery, and consulting staff hiring and development.

Principal, Process Reengineering and Change Management Services, Booz, Allen & Hamilton, Inc., 1993 - 1995

Responsible for leading and managing business process redesign and change management consulting services, including consulting process design, material development, project sales, project delivery, and consulting staffing hiring and development.

Manager, Operational Consulting, Arthur Andersen & Co., 1989 - 1993

Responsible for leading and managing Business Process Redesign consulting services, including consulting process design, material development, project sales, project delivery, and consulting staffing hiring and development.

Manager, Organization Development, Hughes Aircraft Company, 1985 - 1989

Responsible for leading and managing business process redesign projects, including project design, planning, delivery, and measurement.

Instructor, National Outdoor Leadership School (NOLS), 1984 - 1985

Responsible for planning and leading 35-day mountaineering courses, along with teaching the NOLS outdoor leadership curriculum to course participants.

HONORS AND AWARDS:

- “Most Impactful Instructor”, Selected to deliver the Saïd Business School MBA commencement address, as voted by the Saïd Business School, University of Oxford, MBA student cohort.
 - Recipient of the first annual 2010 University of Dallas Haggerty Teaching Excellence Award, as voted by the University of Dallas College of Business students and alumni.
 - Best Paper Award – Runner Up; 2010 *Association for Small Business & Entrepreneurship*, Annual Meeting, Fort Worth, TX; “Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures.”
 - University of Dallas College of Business “Eclipse Award”, for advising the winning team of the first annual Association of Corporate Growth’s 2010 Strategic Case Competition between the four major business schools in Dallas and Fort Worth, Texas.
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REFERENCES:

- Available upon request.