

ACADEMIC & PROFESSIONAL EXPERIENCE

Rutgers University, Rutgers Business School Jan 2010 – Present

Department of Management & Global Business, Newark & New Brunswick, NJ

Assistant Professor of Professional Practice (2014 – Present)

Director Minor in International Business (2021 – Present)

Director of Management Education – New Brunswick (2014 – 2017)

Instructor (2013 – 2014), Assistant Instructor (2011 – 2013), PTL (2010-2011)

- Taught at undergraduate, MBA, and DBA level (100+ courses, 10,000+ students).
- Courses include Introduction to Management, Strategic Management, Business Policy & Strategy, Managing Growing Ventures, International Business, and Seminar in Strategy & International Business (co-teach).
- Student ratings (4.13 on 5.0 scale) are generally consistent with department and Business School averages even though teaching primarily large section courses with stringent grading requirements. Teaching ratings for MBA courses is 4.5.
- Developed the department's unique, large section (initially 400+ students) Introduction to Management course. Also developed the Managing Growing Ventures course for both UG and MBA students. Also developed hybrid (partially on-line) versions of Business Policy & Strategy, and Introduction to Management courses. Recently complete major revision of the syllabus for the Strategic Management Course for MBA. Certified as Quality Matters hybrid instructor.
- Winner of Student Governing Board "Best Management Professor" Award as voted on by all business school students –2014, 15, 16, & 17
- Dean's 2013 Ph.D. student teaching award
- Dean's 2019 Meritorious Service Award
- Research focus areas are business strategy, international business, and college level pedagogy.
- Member Dean's Curriculum Committee (2021 – Present), Dean's NTT Promotion Criteria Committee (2020 – Present), Dean's 2030 Curriculum Taskforce (2019– Present), AACSB RBS Assessment Committee (2019–Present), Teaching Methods & Innovation Committee (2016-18), New Brunswick Undergraduate Policy Committee (2016-18), MGB Teaching Evaluation Committee (2018 – Present), New Brunswick Faculty Council (2015–18)
- Director Management Education, MGB Department, New Brunswick (2014 – 2017), Director Minor in International Business (2021 – Present)
- Manage the TA program (10 TAs) for the 6 – 7 sections each semester of NB Intro to Management course (2014 – Present).
- Taught multiple courses in the RUNNIN (RBS/Northeast Normal University) program in Changchun China
- Taught multiple courses in the Rutgers ROSE program (remote courses delivered to Chinese students unable to attend courses in New Brunswick due to pandemic)
- New Brunswick campus advisor to Leadership & Management majors/potential majors
- Frequent advisor/mentor to MBA and UG students

Leadership & Strategy Consulting

Jul 2015 – Present

Executive Consultant

- From September 2015 to December 2016, completed extended engagement with the Federal Reserve Bank's Markets Group to assist in development of their business strategy. The Markets Group implements FOMC policy directives on behalf of the Federal Reserve. Worked directly with the Executive Committee of the Markets Group. This work required security clearances and a high degree of confidentiality.

AIG (American International Group, Inc.)

May 2007—Feb 2009

Global Headquarters – New York, NY

Divisional Senior Vice President, Corporate Operations & Systems

AIG Business Process Officer

- Recruited to AIG through executive search to develop and manage AIG Global Shared Services network for AIG worldwide Operations and to lead global quality initiatives as chief business process officer.
- Leader of Operations Excellence Steering Committees consisting of senior executives from AIG business units. Teams identified core quality improvement focus areas. Responsible for leading design and implementation of these initiatives through the Business Process Office.
- Built Global Shared Services model to deliver improved quality/efficiency.
- Tripled the number of AIG employees working in Shared Services in 18 months with commitments for nearly 3,000 more over the next 24 - 36 months.
- Direct line responsibility for over 1,000 shared services employees in Customer Service, Operations and Finance functions plus 13 corporate senior staff.
- Leader of regional (Asia, Latin America, Europe) Steering Committees with responsibility for identifying Shared Services opportunities.
- Network delivered improved service levels and was on track to deliver over \$100 million in reduced yearly operating costs until put on hold due to US Government bailout of AIG and the commensurate sell off of most AIG business units.
- Leader of AIG Global Operations Talent Management Steering Committee
- Worked directly with COO of AIG to coordinate development of the AIG global operations strategy

Johnson & Johnson

Sep 1987 – May 2007

World Headquarters -- New Brunswick, NJ

Vice President, Process Excellence (1997 – 2007)

Director, Quality Management (1992 – 1997)

- Key executive team member of design group that developed J&J's successful corporate wide Process Excellence initiative. Member of small team that worked with J&J CEO, CFO and the Executive Committee on developing strategy and plans. Process Excellence initiative delivered over \$4 billion in independently validated financial impact in 5 years through application of Six Sigma, Lean, DFSS and Business Assessment methodologies. Corporate Process Excellence team certified over 100 Master Black Belts and over 1,500 Black Belts.
- Direct responsibility for 13 senior level professionals (mostly VPs) who provided business improvement support services to over 150 J&J operating companies worldwide.
- Business improvement teams led by direct reports earned over 95% favorable ratings for delivering "Significant Value" in independent, anonymous surveys of over 400 management board members of J&J operating companies (service users).
- Previous role included responsibility for implementing Business Improvement initiatives across the World Headquarters corporate functions (Finance, IT, Human Resources, Legal and Administration-- including Regulatory Affairs). Worked directly with the J&J Executive Committee member who headed each function to develop and implement improvement strategy/initiatives and develop ongoing support capabilities (PE leaders, black belts, green belts). Directly managed staff of certified Master Black Belts with dotted line responsibility for Process Excellence leaders in each HQ group. Leader of the corporate headquarters Process Excellence Council.
- Senior member of corporate department that reported directly to J&J Chairman/CEO

Johnson & Johnson Hospital Services -- Piscataway, NJ

Business Director, Hospital Markets (1990 – 1992)

Director, Corporate Programs (1989 – 1990)

Director Business Development & Planning (1987 – 1989)

- Leader of senior marketing team with responsibility for corporate programs in support of J&J's largest US hospital customers
- Responsible for hospital incentive budget (\$18 million spend) in support of several billion in hospital sector sales. Maintained successful renewals of all key corporate contracts.
- Developed and implemented improved strategic planning process working directly with management board and key constituencies
- Received rare J&J recognition awards including peer nominated President's award and award for strategic planning improvements as well as award for an innovative business plan for launching a new J&J Services business
- In addition to functional roles was selected by J&J Corporate President to lead company's US Savings Bonds program spanning all US operating units. Won top award presented in Washington by United States Treasurer for best overall corporate campaign from over 150 nominated campaigns.

American Sterilizer Company (AMSCO)

Feb 1979 – Sep 1987

Medical Products Division – Erie, PA

Director of Marketing (1986 – 1987)

Director of Business Planning & Development (1984 – 1986)

- Developed and implemented marketing strategic plan that increased division sales by 25% and doubled profits
- Direct responsibility for Division's marketing, R&D, business development and strategic planning functions with P&L accountability reporting to General Manager
- Developed/ Licensed and launched 20 new products over 36 months. Nearly all met or exceeded revenue targets and cash flow payback thresholds.

Ambulatory Surgical Care Corporation (ASCC, AMSCO Joint Venture) – Warren, Ohio

Vice President, Sales & Marketing (1983 – 1984)

- Established joint ventures between physicians, ASCC and AMSCO to build and operate ambulatory surgical care centers (new health care delivery concept at that time)

Medical Products Division – Erie, PA

CFO and Director of Operations (1980 – 1983)

- Part of leadership team that launched this new division. Initially managed finance, manufacturing, customer service, materials management, strategic planning and administrative services reporting to General Manager
- Coordinated analysis, site selection, purchase, shut down of old site and relocation for new 100,000 ft² manufacturing site in Apex, NC
- Was leader of negotiations for several successful product licenses and acquisitions and had responsibility for deal structure, financial analysis and due diligence

AMSCO Headquarters – Erie, PA

Director of Internal Audit (1979 – 1980)

- Responsible for leading audit department which conducted reviews of AMSCO subsidiaries and divisions -- reported to corporate CFO and audit committee of the Board

W. R. Grace

Oct 1974 – Feb 1979

Chemed Specialty Chemicals Subsidiary

Vestal Laboratories Division – St. Louis, MO

Chief Financial Officer, Controller (1977 – 1979)

- Developed division's annual financial presentations to Peter Grace
- Implemented multiple improvements to financial reporting, strategic planning, budgeting and accounting systems
- Responsible for all finance, accounting and treasury functions as well as strategic planning, warehousing and materials management functions

DuBois Chemicals Division – Cincinnati, OH

Manager, Internal Audit (1974 – 1977)

- Responsible for leading audit department which conducted review of Division's operations worldwide

Deloitte LLP

May 1972 – Oct 1974

Deloitte Office – Cincinnati, OH

Certified Public Accountant

- Participated in audits of Procter & Gamble and other clients
- Tax Specialist
- Earned CPA certificate in June 1974

EDUCATION

Rutgers Business School – Rutgers University

2009 -- 2014

Department of Management & Global Business

Newark & New Brunswick, NJ

- Ph.D. degree – Organization Management, October 2014
- Dissertation – Change in Firm Technology Strategy in Response to a Disruptive Event
- Major – Strategic Management, Minor – International Business
- Research focus – Strategy, International Business, Technology Strategy

The Wharton School – University of Pennsylvania

1985 – 1987

Philadelphia, PA

- MBA degree – May 1987, Graduated with Distinction
- Focus areas – Strategy, Marketing
- Executive MBA Program

Thomas More University

1968 - 1972

Fort Mitchell, KY

- BA degree, Accounting – May 1972
- Liberal arts curriculum
- Intercollegiate golf (4 years), intercollegiate basketball (freshman year)

PROFESSIONAL CREDENTIALS

- Certified Public Accountant (Inactive License, State of Ohio)
- Chartered Global Management Accountant

PUBLICATIONS

- **Management, “Right Work, Done Well!”** (2020) – Textbook for introductory level course in management. Kendall-Hunt Publishers. ISBN 978-1-7924-6774-5 (sole author)
- **Extended Case Studies – Management** (2020) – Book of 22 cases, both individual and team for use in introductory level management courses. Kendall-Hunt publishers. ISBN 978-1-7924-8198-7 (sole author)

QUOTED IN ARTICLES

- Quoted in: ***“Pandemic has shown how doing international business — particularly if it’s focused on one country — can change overnight”*** (ROI NJ.com – June 2020)
- Quoted in: ***“Teams and Leagues drawing up employee game plans on fly”*** (Star Ledger article that became syndicated internationally by major networks including Fox, ABC, and others - March 2020)
- Quoted in: ***“Look before you leap -Why businesses should develop a checklist for going global”*** (NJ Biz – December 2019)
- Quoted in: ***“Culture club - Investigate the local scene before going international”*** (NJ Biz – December 2019)

PRESENTATIONS

- RBS Board of Advisors – Recommendations of the RBS UG Curriculum 2030 Taskforce (June 2021)
- Rutgers Conference with Administration of Affiliated Universities in China – “Effectively Teaching Remote, Large Section Courses in English to Chinese Students” (December 2020)
- Rutgers University/Botswana National Government Partnership, Leadership Conference presentation to senior leaders in Botswana Government. Featured Speaker - “Case Study: Johnson & Johnson” a review of leadership practices at Johnson & Johnson” (December 2019)
- Rutgers IT leadership training conference – Faculty Panel – “Faculty perspective of IT support opportunities” (October 2018)
- Rutgers Faculty Conference on teaching international students – “Challenges and Opportunities for Effective Teaching of International Students” (February 2018)

INDUSTRY/COMMUNITY ACTIVITIES

- 2010 – Present, Member, Academy of Management
- 2013 – Present, Member Strategic Management Society
- 1974 – Present, Member American Institute of Certified Public Accountants
- 2006 Keynote speaker, Rutgers University Leadership Forum
- 2002 – 2004 Member Conference Board -- Business Improvement Council
- 1995 – 1997 Board of Trustees, NJ Brain Injury Association
- 1992 – 1995 Chairman/member Customer Loyalty Industry Council
- 1993 – 1994 National Committee Member, American Marketing Association, Customer Satisfaction Conference
- 1990 “Communicator of the Year” Award presented by the U.S. Treasurer for leading the best corporate US Savings Bond campaign (selected from over 150 nominees)
- 1987 – 1989 Chairman of a Wharton MBA alumni fund raising organization – helped raise \$100,000 for loans and scholarships for public sector participants
- 1975 – 1976 President Cincinnati Chapter, Institute of Internal Auditors