

John P. Girard, Ph.D.

Profile

- Dynamic professional with more than twenty-five years of diverse international experience as an author, educator, speaker, knowledge manager, consultant, leader, trainer, strategic planner, project manager and entrepreneur
- *Out of the Box* thinker who is accomplished in facilitating organisational learning and change
- Team player with exceptional interpersonal, communication, problem solving and analytical skills
- Experienced and practised in curriculum development, education supervision and quality program delivery
- Research interests: Knowledge Management, Building Organizational Memories, Organizational Storytelling, Online Social Media, Asynchronous Online Education

Education

PhD in Business Administration (Touro University International, California)

- Dissertation was in the domain of knowledge management, entitled: *Toward an understanding of Enterprise Dementia: An empirical examination of Information Anxiety amongst public service middle managers.*

Master of Business Administration (Touro University International, California)

- MBA – Information Technology Management concentration – 4.0 GPA

Graduate courses in Engineering Management (University of Ottawa, Ontario)

- Completed graduate Engineering Management and Management of Information Systems courses

Bachelor of Science (University of Manitoba, Winnipeg, Manitoba)

- Major: Computer Science – Graduated with 3.73 GPA; Minors: Business Administration and Physics

Diploma (NRI Schools, Washington DC)

- Microprocessor Technology – Graduated with “A” GPA – hands on, computer hardware oriented program

Command and Staff Course (Canadian Forces College, Toronto, Canada)

- The aim of this yearlong course is to develop selected senior officers for command and staff appointments in the Canadian Forces and allied formations. Reported as *an officer of outstanding ability, highly positive motivation, and remarkable intellectual acumen, demonstrated conspicuous personal and professional attributes throughout the course.*

Technical Staff College (Royal Military College of Science, Shrivenham, United Kingdom)

- The aim of this yearlong course is to develop the professional knowledge and understanding of selected officers. The course involves the systematic study of technology and its applications to defence matters.

Scholarly Awards

- **McMaster University 7th World Congress on Intellectual Capital and Innovation** – Best Academic Paper, Doctoral Consortium (Jan 2004).
- **McMaster University 6th World Congress on Intellectual Capital and Innovation** – Finalist, Best Academic Paper, Doctoral Consortium (Jan 2003).
- **City and Guild Insignia Award in Technology** – This is the premier award of the City and Guilds of London Institute. Subsequently appointed as Member of the City and Guild Institute (MCGI) for a technology project.

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Publications

Books

- Girard, John P. & Girard, JoAnn L. (2009). *A Leader's Guide to Knowledge Management: Drawing on the Past to Enhance Future Performance*. New York: Business Expert Press.
- Girard, John P. (Ed.)(2009). *Building Organizational Memories: Will you Know what you Knew?* Hersey, PA: IGI Global.
- Girard, John P. & Girard, JoAnn L. (2009). *A Leader's Guide to Virtual Business: Social Media Strategies for Building Real Competition Advantage*. New York: Business Expert Press. Manuscript in Preparation.
- Girard, John P. & Girard, JoAnn L. (Eds.)(2009). *Social Knowledge: Using Social Media to Know What You Know*. Hersey, PA: IGI Global. Manuscript in Preparation.

Book Chapters

- Girard, John P. (2009). Knowledge Management in DND in Craig Stone (Ed.). *The Public Management of Defence in Canada* (pp. 194-212). Toronto: Breakout Educational Network.
- Girard, John P. (2009). Toward an Understanding of Organizational Memories in John Girard (Ed.), *Building Organizational Memories: Will you Know what you Knew?* Hersey, PA: IGI Global.
- Girard, John P., & Bowersox, N. (2008). Leading knowledge: What do middle managers think? in Alex Koohang (2008). *Knowledge Management: Research & Applications* (pp. 131-146). Santa Rosa, California: Informing Science Press.
- Girard, John P., Willoughby, L., & Berg, K. (2007). Video, Voice, and Virtual Collaboration: The 3V's of Asynchronous Education in Nicole A. Buzzetto-More (Ed.), *Principles of Effective Online Teaching* (pp. 39-55). Santa Rosa, California: Informing Science Press.

Published Articles and Reviews

- Girard, John P., & McIntyre, S. (in press). Knowledge Management Modeling in Public Sector Organizations: A Case Study. *International Journal of Public Sector Management*.
- Girard, John P., & Girard, JoAnn L. (2009). The Future of Management . . . Are You Ready? *Canadian Manager Magazine*. 34(2), 24-25.
- Girard, John P., & Girard, JoAnn L. (2009) *Power of Story*. *Smart People Magazine*, 1(2), 12-13.
- Girard, John P. & Rani, L. (2009). *Information Anxiety . . .*, *The Indian PC Magazine*. 26 March 2009. <http://www.indianpcmag.com/?p=285>
- Girard, John P., & Allison, M. (2009). Information Overload – The Tip of the Iceberg (Information Anxiety: Fact, Fiction, or Fallacy?). *Inside Knowledge*. 15(5), 36-39.
- Girard, John P., & Allison, M. (2008). Information Anxiety: Fact, Fiction, or Fallacy? *Electronic Journal of Knowledge Management*, 6(2), 125-140.
- Girard, John P. (2008). Beer, Pop-Tarts, and Dog Food: The Case for Data-mining. *Prairie Business Magazine*, 7(1), 24.
- Girard, John P., Berg, K, & Willoughby, L. (2007). Enhancing Interaction in Asynchronous Online Information Systems Education. *Issues in Information Systems*, 8(1), 37-43.
- Girard, John P. (2007) *If Knowledge is Power . . . Why am I always in the Dark? Stories of Knowledge in Action*. Eden Prairie, Minnesota: Sparrow Media Group.
- Girard, John P. (2007). Organize What? *Journal of the Knowledge Management Professional Society*, 4(1), 19-24.

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- Girard, John P. (2007). Stories of Knowledge in Action: Tacit Knowledge, Does it Matter? *Journal of the Knowledge Management Professional Society*, 4(1), 4-5.
- Girard, John P., & Lambert, S. (2007) The Story of Knowledge: Writing Stories that Guide Organizations into the Future. *Electronic Journal of Knowledge Management*, 5(2), 161-172.
- Berg, K, Willoughby, L, & Girard, John P. (2006) Computer-supported cooperative work: A collaborative view, *Issues in Information Systems*, 7(2), 101-104.
- Girard, John P. (2006). Where is the Knowledge we have lost in Managers? *Journal of Knowledge Management*, 10(6), 22-38.
- Girard, John P. (2006). Stories of Knowledge in Action: Gibberish or Wisdom? *Journal of the Knowledge Management Professional Society*, 3(2), 4-6.
- Girard, John P. (2006). The Raconteur Extraordinaire: Real-world Storytelling. *Journal of the Knowledge Management Professional Society*, 3(2), 9-26.
- Girard, John P. (2006). Words of Wisdom: An Interview with Melinda Bickerstaff. *Journal of the Knowledge Management Professional Society*, 3(1), 13-19.
- Girard, John P. (2005). A Tale of Two Stories. *Journal of the Knowledge Management Professional Society*, 2(1), 17-19.
- Girard, John P. (2005). Combating Information Anxiety: A Management Responsibility. *Organizacijų Vadyba: sisteminiai tyrimai (Management of Organizations: Systematic Research Journal)*, 35(1), 65-79.
- Girard, John P. (2005). Let Managers Sleep!. *Canadian Government Executive*, 5, 20-21.
- Girard, John P. (2005). [Review of the book *Squirrel Inc.: A Fable of Leadership through Storytelling*]. *Journal of Knowledge Management Professionals Society*, 2(1), 20.
- Girard, John P. (2005). [Review of the book *The Executive's Role in Knowledge Management*]. *Journal of the Knowledge Management Professional Society*, 2(1), 21.
- Girard, John P. (2005). Taming Enterprise dementia in Public Service Organizations, *International Journal of Public Sector Management*, 18(6), 534-545.
- Girard, John P. (2005). The Inukshuk: A Canadian Model of Knowledge Management. *Journal of the Knowledge Management Professional Society*, 2(1), 9-16.
- Girard, John P. (2004). Defence Knowledge Management – A Passing Fad? *Canadian Military Journal*, 5(2), pp. 17-28.
- Girard, John P. (2004). La Gestion Du Savoir À La Défense : Un Engouement? *Revue Militaire Canadienne*, 5(2), 17-28. (French translation of above).

Academic Conferences and Proceedings

- Girard, John P. (2009). Using Simulation for Assessment. IACBE Annual Conference.
- Girard, John P., & Allison, M. (2007). Information Anxiety: Fact, Fable, or Fallacy? In D. Remenyi (Ed.), *Proceedings of the 4th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning*, University of Stellenbosch Business School, Cape Town, South Africa.
- Girard, John P., Berg, K, & Willoughby, L. (2007). *Online information systems education: Enhancing interaction*. Paper presented at International Association of Computer Information Systems 2007 Conference. Vancouver, BC. October 2007.
- Girard, John P. (2007). *Knowledge sharing for service learning organizations*. Abstract presented at Great Plains Connections: Linking Education and Community through Service. Minot, ND. 24 March 2007.
- Girard, John P., & Bowersox, N. (2007) *Leading knowledge: Does leadership make a difference?* Abstract presented at 2007 Applied Business Research Conference. Oahu, Hawaii, January 2 – 5 2007.

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- Girard, John P. (2007). *To video iPod or not to video iPod: Is that the question?* Abstract presented at 2007 College Teaching & Learning (TLC) Conference, Oahu, Hawaii, January 2 – 5 2007.
- Girard, John P., & Lambert, S. (2006) *The Story of Knowledge: Writing Stories that Guide Organizations into the Future*. In D. Remenyi (Ed.), *Proceedings of the 3rd International Conference on Intellectual Capital, Knowledge Management and Organisational Learning*, Pontificia Universidad Católica de Chile, Santiago, Chile.
- Berg, K, Willoughby, L, & Girard, John P. (2006) *Computer-supported cooperative work: A collaborative view*. Paper presented at International Association of Computer Information Systems 2006 Conference. Reno, NV. October 2006.
- Girard, John P. (2006). *Simple ideas that work in complex organizations: Knowledge Creation and Exchange* Global Training and Human Resource Development Forum. Dubai. April 2006.
- Girard, John P. (2005). *Using Knowledge Management to Enhance Decision Making*. Paper presented at The 3rd Conference of Documentation & Electronic Archiving. Dubai. September 2005.
- Girard, John P. (2005). *Where is the Knowledge we have lost in Government Managers?* In N. Bontis (Ed.), *Proceedings of the “8th World Congress on the Management of Intellectual Capital and Innovation*, Hamilton, Canada.
- Girard, John P., & McIntyre, S. (April, 2004). *The Torii: An Exemplar of Knowledge Management Enablers*. Paper presented at IAMOT 2004 - Washington, D.C., Hyatt Regency, Washington, DC, USA.
- Girard, John P. (2004). *Understanding Enterprise Dementia* In N. Bontis (Ed.), *Proceedings of the “7th World Congress on the Management of Intellectual Capital and Innovation*, Hamilton, Canada.
- Girard, John P. (2003). *Where is the Knowledge we have lost in Managers?* In L. Ross (Ed), *Proceedings of the Institute of Behavioral and Applied Management (IBAM)’s 11th Anniversary Meeting*, Tampa, Florida.
- Girard, John P. (2003). *Enterprise Dementia: Myth, Malady, or Misconception?* In M. Vickers (Ed), *Proceedings of the Association on Employment Practices and Principles (AEPP) 11th Annual International Conference*, San Diego, California.
- Girard, John P. (2003). *Conquering Enterprise Dementia: Knowledge Management Strategies for Public Service Managers* in N. Bontis (Ed.), *Proceedings of the “6th World Congress on the Management of Intellectual Capital and Innovation, Doctoral Consortium”*, Hamilton, Canada.

Other Publications

- Girard, John P. (2004). *Charting a Course toward a Knowledge Environment: A Strategic Operating Concept for the Department of National Defence and Canadian Forces*. Internal Department of National Defence publication.
- Girard, John P. (2002). *Knowledge Management: A Primer for Government Executives*. Internal Department of National Defence publication.

Dissertation

- Girard, John P. (2004). *Toward an Understanding of Enterprise Dementia: An Empirical Examination of Information Anxiety amongst Public Service Middle Managers*. Touro University International.

Invited Speaker / Conference Presentations

For academic conference presentations please see *Publications*

- Saskatchewan Regional Colleges Annual Conference 2009. *If Knowledge is Power . . . Why am I always in the Dark?*, Keynote Address. Humboldt, SK. 30 April 2009.
- Saskatchewan Regional Colleges Annual Conference 2009. *Social Knowledge: Are You Ready for the Future?* Humboldt, SK. 30 April 2009.

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- North Dakota Nutrition Council Annual Conference 2009. *Hungry for Knowledge*. Minot, ND. 16 April 2009.
- InfoVision 2009. *Enterprise Content and Communication: Are we ready for the future?*, Keynote Address, Bangalore, India. 23 January 2009.
- K-Community India. *If Knowledge is Power . . . Why am I always in the Dark?* Bangalore India. 21 January 2009.
- Knowledge Management Working Group. *Storytelling and Knowledge Sharing*. 18 November 2008.
- KM Australia 2008. *Storytelling and Knowledge Sharing*. Melbourne, Australia. 22 July 2008.
- US Department of Commerce / US Commercial Service. *Effective Strategies for Recruiting and Retaining Canadian Students*. Webinar. 10 June 2008.
- North Dakota Community Action. *If knowledge is power . . .* Minot, ND. 14 May 2008.
- Minot Area Chamber of Commerce 46th Annual Honors Banquet. *The Value of Education*. Keynote Address. Minot, ND. 16 April 2008.
- The Reality of Virtual Business Seminar. *What is Virtual Business?* Keynote Address. Minot, ND. 7 November 2007.
- The Middle East Forum on Learning Technology. *Using Video and Voice to Engage Students*, Dubai. April 11, 2007.
- Job Corps National Leadership Seminar. *Management Education for Job Corps Leaders*. Washington, DC. 6 November 2006.
- International Assembly for Collegiate Business Education Region 5 Meeting. *Lesson Learned in Executive Education*. Minot, North Dakota. 23 October 2006.
- Northwest Art Center Lecture. *If Knowledge is Power . . . Why am I always in the Dark?* Minot, North Dakota. 28 September 2006.
- The Middle East Forum on Academic Research and Reflection. *Where is the Knowledge we have lost in Managers? A Research Agenda for Educators*. Keynote Address. Dubai. April 2006.
- Technology and Innovation in Education. *Dynamic Asynchronous Online Education*. Sioux Falls, South Dakota. 24 April 2006.
- Information Highways 2006. *Simple ideas that work in complex organizations: A Canadian view of knowledge sharing*. Toronto, 29 March 2006.
- Canadian Government Interdepartmental Knowledge Management Forum. *Simple ideas that work in complex organizations: A Canadian view of knowledge sharing*. Ottawa, 17 March 2006.
- North Dakota Technology Exposition, *Don't Get Hooked by Phising Frauds*. Minot, ND. 9 February 2006.
- Ark Group's Second Annual Conference Managing Knowledge & Information Exploitation in Defence. *Simple Ideas that work in a Complex Environment*. London, 16 November 2005.
- North Dakota Telephone Association. *Knowledge Management for the Telecommunications Industry*. Minot, ND. 9 November 2005.
- European Management Association Meeting. *Knowledge Management – Fiction, Fad, or Fact?* Keynote Address.. International Scientific Conference on the Knowledge-Based Economy: Management of Creation and Development. Kaunas, Lithuania. September 2005.
- 21st Annual North Dakota Municipal Finance Officers Institute. *The Value of Knowledge*. Minot, North Dakota. 21 June 2005.
- American Productivity and Quality Center's 10th Annual Knowledge Management Conference. *Simple Ideas that work in a Complex Environment*. St. Louis. 6 May 2005.
- Technology and Innovation in Education. *Knowledge Management for Educators*. Rapid City, South Dakota. 18 April 2005.

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- Financial Management Institute of Canada's Professional Development Week. *Counting on Knowledge: How Knowledge Management Improves Organizational Effectiveness*. Ottawa, 23 November, 2004.
- KM World 2004. *Defence Knowledge Management: Simple Ideas for Complex Environments*. Santa Clara, CA, 28 October 2004.
- Defence Resource Management Course. *An Introduction to Knowledge Management for Government Leaders*. 25 October 2004.
- North American International Business Conference. *Knowledge: A View from the North*. Minot, ND, 11 October, 2004.
- Canadian Forces College's National Security Studies Course. *Defence Knowledge Management*. 1 June 2004.
- Canadian Government Interdepartmental Knowledge Management Forum. *Toward an Understanding of Enterprise Dementia*. 25 February 2004.
- Department of National Defence CIO Council. *Charting a Course towards a Defence Knowledge Environment*. Ottawa, 25 February 2004.
- Canadian Government Interdepartmental Knowledge Management Forum. *Defence Knowledge Strategy*. Ottawa, 28 January 2004.
- 72 Communication Group Professional Development Seminar. *Charting a Course towards a Defence Knowledge Environment*. Halifax, NS, 15 November 2003.

Workshops and Seminars Facilitated

- Leadership in the 21st Century, Two-day seminar, Saline Water Conservation Corporation, Riyadh, Saudi Arabia, 30-31 May 2009.
- Effective Leadership Seminar, Two-day seminar, High Commission on the Development of Riyadh, Riyadh, Saudi Arabia, 26-27 May 2009.
- Leadership in the 21st Century, Two-day seminar, Riyadh Chamber of Commerce, Riyadh, Saudi Arabia, 25-26 May 2009.
- Knowledge, Collaboration, and Sensemaking, Two-day masterclass, Sydney, Australia. 10-11 November 2008.
- *Combating Enterprise Dementia in 21st Century Organizations Masterclass*. KM Australia, Melbourne, Australia. 23 July 2008.
- *Conquering Corporate Leadership Challenges in 21st Century Organizations*. Riyadh, Saudi Arabia. 20 April 2008.
- *Team Building Seminar* for the Minot Area Development Corporation. Minot, ND. 9 March 2007.
- *Knowledge Management Seminar* for the Canadian Forces College's National Security Studies Course 8. Defence Knowledge Management. Toronto. 9 June 2006.
- *Team Building Seminar* for the Minot Area Development Corporation. Minot, ND. 26 August 2005.
- *Knowledge Management Seminar* for the Canadian Forces College's National Security Studies Course 7. Defence Knowledge Management. Toronto. 1 June 2005.
- *Knowledge Management Seminar* for the Canadian Forces College's National Security Studies Course 6. Defence Knowledge Management. Toronto. 1 June 2004.
- *Knowledge Management Workshop* host and presenter for the Canadian Government Interdepartmental Knowledge Management Strategy Workshop. Ottawa, 20 May 2004.
- *The Future of Knowledge Management Workshop* Facilitator for the Conference Board of Canada's Knowledge Strategy Council, Ottawa, 28 May 2004.

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Scholarly Activities

Teaching

- Associate Professor of Business Administration (Minot State University)
 - *Marketing*, BS (Fall 2004)
 - *Management Principles and Practices*, MSM (Fall 2004, Summer 2005, Fall 2005, Summer 2006)
 - *Organizational Behavior*, BS (Spring 2005)
 - *International Management*, BS (Spring 2005, Fall 2008)
 - *International Business*, BS (Fall 2008)
 - Graduate Capstone, MSM (Spring 2006)
- Associate Professor of Business Information Technology (Minot State University)
 - *Management of Information Systems*, BS (Fall 2004, Fall 2007)
 - *Projects in MIS*, BS Capstone Course (Fall 2004, Spring 2005)
 - *Emerging Trends and Technologies* BS (Spring 2005)
 - *Knowledge Management*, BS (Fall 2005, Fall 2006)
 - *Knowledge Management*, MSIS (Fall 2005, Fall 2006, Fall 2007, Fall 2008)
 - *Knowledge Management* MSM (Spring 2006, Summer 2006, Spring 2008)
 - *Management of Information Systems*, MSM (Spring 2006, Spring 2007, Spring 2008)
 - *Management of Information Systems*, MSM (Spring 2006) – *Video iPod Trial*
 - *Virtual Business* (Spring 2007)
- Adjunct Academic Faculty (Canadian Forces College)
 - Academic supervision and advice to Captain (Navy) Michael Williamson for his National Security Studies Course Major Research Paper (Spring 2005)
- Adjunct Assistant Professor of Business Administration (Touro University International)
 - *Management of the Network Enterprise*, MBA (Spring 2004)
 - *Information Technology Capstone Project*, MSITM (Spring 2004)
- Graduate Assistant (Touro University International):
 - *Management of the Network Enterprise*, MBA (Fall 2003, Winter 2004)
 - *Information Technology Capstone Project*, MSITM (Fall 2003, Winter 2004)
 - *Fundamentals of Business for Managers*, MSITM (Summer 2002)
 - *Psychology 101*, BSBA (Fall 2003)
- Teaching Assistant (University of Manitoba), undergraduate computer science course *PL/1 Programming*

Doctoral Dissertation Committees

- Allison, Michael P. (2006) *The Effects of Quality Improvement Collaborative Work System Membership on Information Anxiety*. Touro University International.
- Dang, Hai D. (2006). *The Impact of Information Technology on The Number Of Management Levels Within Business Organizations*. Touro University International.
- Westfall, Jerry A (2006). *The Impact of Structure on Explicit Knowledge Transfer and Recall*. Touro University International.

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Conference Service

- Conference Executive Committee, International Conference on Intellectual Capital, Knowledge Management and Organisational Learning (2007).
- Conference Committee, International Conference on Intellectual Capital, Knowledge Management and Organisational Learning (2006, 2007, 2008).
- Discussant, 8th World Congress on the Management of Intellectual Capital and Innovation, Hamilton, Canada.
- Paper Reviewer, International Association of Computer Information Systems (2007, 2008)
- Paper Reviewer, Association on Employment Practices and Principles (AEPP) 12th Annual International Conference, Fort Lauderdale, Florida (2004).
- Paper Reviewer, Institute of Behavioral and Applied Management (IBAM) Eleventh Anniversary Meeting, Tampa, Florida (2003).

Journals

- Editor Journal of Knowledge Management Professionals, USA – December 2004 to January 2008.
- Editorial Board *Organizacija Vadyba: sisteminiai tyrimai (Management of Organizations: Systematic Research Journal)*, Lithuania.
- Editorial Board *International Journal of Intellectual Property Rights*, India.

Service

University Committees

- Deans' Council (2008)
- University Cabinet (2007-8)
- Academic Affairs Committee (2007-8)
- Higher Learning Commission Steering Group (2007-8)
- Foundation of Excellence Steering Committee (2007-8)
- Foundation of Excellence Philosophy Committee (2007-8)
- Chair, Foundation of Excellence Dimension Committee (2007-8)
- Elected Vice-President Faculty Senate (2007)
- Library Director Search Committee (Fall 2006)
- Faculty Senate Executive Committee (2006/7, 2008/9)
- Compensation Task Force (2005-7)
- Graduate Council (Fall 2005 to Summer 2007)
- Graduate Program Directors' Committee (2005-7)
- Faculty Senate (May 2005 to July 2007)
- Faculty Senate Parliamentarian (2008/9)
- Institutional Review Board (Fall 2008 to present)
- Faculty Senate – Proxy for Absent Senator (Spring 2005)
- Intellectual Climate Committee (Fall 2005 to Summer 2007)
- General Education Committee (Fall 2005 to Summer 2007)

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- Faculty Development and Research Committee (2004-5)
- Suspension Committee (Fall 2004 to Fall 2006)
- Master of Science Management Committee (Fall 2004 to Fall 2006)
- Master of Science Information Systems Committee (Fall 2004 to 2007)
- College of Business Core Curriculum Committee (Fall 2004 to Fall 2006)
- College of Business Theme Committee (Fall 2004 to Spring 2005)
- College of Business Professional Aspirations Committee (Fall 2008 to present)
- Honors Advisory Committee (Fall 2008 to present)

Community Committees

- Community Leadership Institute (2006)
- North Dakota TechExpo Organizing Committee (2006)
- Minot Chamber of Commerce Military Affairs Committee (Fall 2004 to present)
- Job Corps Community Relations Committee (Fall 2005 to present)
- Junior Achievement Board (Fall 2006 to Summer 2007)
- Junior Achievement Volunteer (Spring 2005 to present)

Professional Memberships

- Association of Public Sector Information Professionals
- Canadian Institute of Management – *F. CIM Charter Manager Designation*

Professional Experience (highlights)

2004 - present Minot State University

Associate Professor, Minot State University, Minot, North Dakota (from August 2004)

- Teaching graduate and undergraduate business administration and business information technology courses including face-to-face, online, blended and Interactive Video Network delivery.
- Facilitated comprehensive review of curriculum for BS Management program.
- Developed and implemented IACBE assessment plan for JCEMP/MSM program.

Dean, Enrollment Management, Minot State University, Minot, North Dakota (February 2008 – July 2008)

- Facilitated the development of a strategic enrolment management plan.
- Responsible for Admissions, Recruiting, Financial Aid and International Programs.

Director, Enrollment Services, Minot State University, Minot, North Dakota (August 2007 – July 2008)

- Provided a coordinated effort for recruiting students through the use of student recruiters, ambassadors, faculty, and staff.
- Identified targeted recruitment areas and populations.
- Developed an effective recruiting communication plan.
- Organized, coordinated, and implemented plans for recruitment.
- Tracked historical data to monitor the progress of recruitment plans and responded to the data with new plans as necessary.

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- Lead recruiters in setting goals and objectives and developing plans for short-term and long-term recruitment strategies.
- Aligned program goals and objectives with the institutional goals and strategic initiatives.
- Attentive to the need to recruit students from diverse backgrounds and cultures; paying particular attention to the University's interest in recruiting Native Americans.
- Provided oversight of the timely processing of admission material and applications.
- Ensured compliance with Minot State University and the North Dakota University System (NDUS) admission standards.

Chair, Business Information Technology Department, Minot State University, Minot, North Dakota (May 2007 – August 2007 : Tenure as chair was cut short at the personal invitation of the VPAA to become Director of Enrollment Services)

- Provided leadership and management of departmental faculty to ensure quality learning opportunities for students which includes making instructional assignments for faculty and adjuncts in on-campus and distance education programs.
- Provided oversight of undergraduate and graduate programs including curricula, assessment, advising, and student recruitment.
- Made efficient and effective use of fiscal and human resources in the department.
- Communicated to all stakeholders – but especially to students and faculty – in a timely and organized manner.

Director, Job Corps Executive Management Program (JCEMP), Minot State University, Minot, North Dakota (May 2005 – May 2007)

- Department-chair level administrative position (50% FTE) – direct report to Dean of program issues.
- Managed all activities of federally funded customized graduate program for Job Corps supervisors, managers, and directors. Contract \$744,100.
- Provided leadership and supervision of graduate academic program, including delivery and assessment.
- Provided supervision and direction for the efficient and effective utilization of Program resources, including budgets.
- Acted as advisor on academic and student issues to Dean, Vice President for Academic Affairs and University President. Included briefing President's Staff as necessary.
- Detailed job specification available on request.

1980 - 2004 Officer in Canadian Forces: Retired as Lieutenant-Colonel (senior officer)

Director of Knowledge Management, National Defence Headquarters, Ottawa, Ontario (2004)

- Responsible for the formulation, explication and implementation of knowledge management strategy for the Department of National Defence and Canadian Forces.
- Senior officer within division of Strategic Change for the Federal Government Department.

Senior Officer Knowledge Management Innovations, National Defence Headquarters, Ottawa, Ontario (2003)

- Developed an innovative Knowledge Management model for use in the Department and Canadian Forces.

Strategic Policy (Western Hemisphere), National Defence Headquarters, Ottawa, Ontario (2001-2002)

- Prepared policy documents and briefs for Prime Minister, Ministers, Cabinet and other senior officials .
- Secretary of high level Canada/US defence and security board chaired by Prime Minister appointed Member of Parliament – responsible for all aspects of semi-annual meeting logistics including hospitality.
- Member of Canadian Forces Strategic Training Working Group.
- Member of the Department of National Defence Knowledge Management Core Team.

Training Policy, Headquarters Director Royal Artillery, United Kingdom (1997-2001)

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- Planned, controlled and allocated, within budget, more than £10M / ~\$15M in training resources annually.
- Supervised varied curriculum development applying systems approach to training principles.
- Co-designed and implemented an innovative human resource structure for more than 10,000 employees.
- Formulated policy training and education policy for senior executive endorsement.
- Secretary of high level British Army Training Board (strategic planning and direction body).

Battery Commander (Middle Manager), 2nd Regiment Royal Canadian Horse Artillery (1994-1996)

- Responsible for management, training, advising, administration and development of 125 subordinate.
- Designed and implemented innovative Officer (middle managers) training program.
- Responsible for all aspects of course training program for nearly 200 students and instructors.

Project Management, National Defence Headquarters, Ottawa, Ontario (1990-1991 & 1993-1994)

- Project Director (manager) responsible for project management of several capital projects (\$10M - \$50M), including unmanned air vehicles, training, simulation and other high technology projects.

Human Resource Manager (Adjutant), Lahr, Germany (1987-1989)

- Personal staff officer to Commanding Officer.
- Human Resource manager responsible for personnel administration of 674 employees.
- Conceived, authored and implemented innovative human resource program and manual.

1993 - 2004

Entrepreneur

Quid Pro Quo Software and Yacht-Club.net

- Founder and managing director of successful high technology small business.
- Developed and marketed educational and trivia software programs selling more 50,000 copies.
- Designed web sites for recreation and travel companies in seven countries in Europe and North America.