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**EMPLOYMENT--INTRODUCTION**

**2016 - Present Higher Education Board and Strategy Development, Temecula, CA**

*Executive Director and founder*

Higher education consulting for board development, strategic initiatives, and accreditation compliance. Have led board development retreats, drafted proposals for strategic initiatives, guided boards through accreditation reviews, and assisted boards with changes in higher education. Currently working on a manuscript with the working title, *Building a Strong Foundation for the Non-profit Board*.

**2010 - Present WASC Senior College and University Commission (WSCUC), Alameda, CA**

*Accreditation Reviewer*

Have led or participated in over fifty accreditation reviews for WSCUC. Have conducted every type of review with primary focus on Structural Changes involving mergers and acquisitions. Called on by many universities to review governance, strategic planning and financial sustainability.

**2016 - 2017 Azusa Pacific University | University College, San Dimas, CA**

*President, Pacific Educational Resources/ Chief of Staff, University College*

Developed several business plans on strategic initiatives including shared services, acquisition, online consortium, system structure and development, creation of a subsidiary for delivery of credentials and certification programs. Co-leader of a task force on institutional structure, strategy and collaboration.

**2015 - 2016 Saint Katherine College, San Marcos, CA**

*Provost*

Guided the campus through initial accreditation. This included writing and implementing all administrative policies and procedures such as the faculty handbook, accreditation documents, program review, etc. The College received accreditation in record time. Supervised faculty and staff as well as overseeing student development issues.

**1999 -2015 Point Loma Nazarene University, San Diego, CA**

***Vice Provost for Program Development & Accreditation (August 2010 to August 2015)***

The Vice Provost has supervisory responsibility for Institutional Effectiveness, Institutional Research, Accreditation, Program enhancement and financial analysis. The Vice Provost for Program Development and Accreditation/ ALO is charged with the structural development and systematic planning for the University meeting all accreditation standards. This includes the development of system-wide policies and procedures, financial analysis of academic programs to support strategic and resource planning, demonstrating the quality of PLNU programs to external constituents such as accreditation agencies and internal stakeholders such as faculty, administration, and trustees. The Vice Provost is a member of the Provost's Council.

***Vice Provost for Graduate Programs (February 2007 to August 2010)***

The Vice Provost for Graduate Studies provides leadership to the University's graduate programs and regional campuses including oversight of the graduate schools of business, nursing, education, and Christian ministry. Responsible for the financial analysis, enrollment, systematic planning, strategic development and analysis of all graduate programs offered at Point Loma Nazarene University's main campus and regional centers. This includes the development of system-wide policies and procedures, analysis of enrollment models, strategic planning on future programs or locations, consultation with administrative and academic offices supporting graduate programs and demonstrating the quality of graduate programs to faculty, administration, and trustees.

***Director, Fermanian School of Business, Graduate Programs (May 2005 to February 2007)***

Responsible for re-engineering the graduate program which includes MBA curriculum, increasing enrollment, designing program flexibility, improving the academic quality, building a professional development program, undertaking the self-study for ACBSP accreditation, and ongoing strategic analysis.

***Director & Founder, Center for International Development (August 1999 to May 2005)***

Founder and Director of the Center for International Development. Based on a vision shared with George Fermanian we created an economic development center to equip undergraduate students to serve in underdeveloped economies in supporting communities in crisis.

**1993-1995      University of Redlands, Redlands, CA**

*Director, International Business Program & Assistant Professor*

Lead faculty for International Business, Corporate Social Responsibility, and Business Ethics in adult education program. Taught in the graduate and undergraduate Whitehead College.

**1984 - 1988**     **University of Southern California, Los Angeles, CA**

*Adjunct Teacher & Teaching Assistant*

During this time I was a doctoral student, teaching assistant and adjunct faculty. I received the highest teaching evaluations among the School of Business faculty so I was invited to serve as an adjunct. I taught Corporate Social Responsibility & Business Ethics, Principles of Management, and Strategic Management to undergraduate students. In addition was invited to consult nonprofits including World Vision, International.

**1987 - 1989**     **Loyola Marymount University, Los Angeles, CA**

*Adjunct Professor*

Was invited to Loyola Marymount to teach and assist them in starting their Ethics Program. We launched the first annual Ethics Conference in partnership with the Josephson Institute. I taught Corporate Social Responsibility & Business Ethics and Strategic Management to graduate and undergraduate students.

**1981-1984**     **Southern California Edison Company, Rosemead, CA**

*Financial Analyst*

Served as the principal investment advisor, contract negotiator, and capital budgeting analyst for energy joint ventures and strategic alliances. I assisted energy entrepreneurs in developing venture capital business plans. Wrote and designed computer programs (IFPS) for cash flow projections including tax, financing and economic analysis. Provided technical support for state and federal energy tax credit hearings, and advanced energy projects for the California Public Utility Commission hearings. Received a combination of six pay or title promotions within three years.

*Regulatory Affairs Officer*

Prepared testimony, research data support, and financial analysis for government hearings including the California Public Utility commission, Federal Energy Regulatory Commission, and other local, state, and federal agencies. I was recognized for keen insights in to government public policy and regulation.

**EMPLOYMENT- MILITARY**

**1990 - 1994**     **Military Sealift Command, San Diego/ Yokohama, Japan**

*Executive Officer and Department Head (USNR Commander)*

Activated for Gulf War I and was assigned to the Military Sealift Command, San Diego and Yokohama, Japan. Received extensive training in military and commercial shipping, import/export practices, Merchant Marine, military transportation and Law of the Sea. Qualified as a senior military boarding officer for loading and off-loading ships and safety inspections.

**1978 - 1979 United States Senate, Russell Senate Office, Capitol, Washington D. C.**

*Navy Liaison and Appropriations Officer serving in the United States Senate (USN Lieutenant)*

Advised Senators and their staff as well as the Naval Secretariat on legislation relating to the Navy's budget and national defense.

**1975 - 1978 Chief of Naval Operations, Joint Chiefs of Staff, Pentagon, Washington D. C.**

*Administrative Aide and Special Assistant (USN Lieutenant)*

Coordinated the administrative and analytical support for the Chief of Naval Operations. Worked with the Joint Chiefs of Staff, Department of the Navy senior staff, White House, Congress, and foreign embassies.

**1973-1975 Commander in Chief U.S. Pacific Fleet (CINCPACFLT), Pearl Harbor, HA**

*Director, Foreign Liaison Office and Administrative Aide (USNR Ensign)*

At the end of the Vietnam War served as the administrative aide and Director of Foreign Liaison to Admiral Maurice F. Weisner, Commander in Chief, U.S. Pacific Fleet. Supervised the logistic support for American and foreign dignitaries traveling throughout the Pacific. Worked directly with foreign governments, intelligence agencies, Congress and other military services involving international security. During my tour of duty, as a member of the Admiral's immediate staff, worked around the clock for key international crisis including the fall of Saigon, Mayaguez incident, Korean crisis on the DMZ, and numerous other international events that required me to work directly with the White House and Department of State under extraordinary circumstances.

**EMPLOYMENT- STRATEGIC CONSULTANT**

**1995 - 1999 Strategic Alliance for Leadership Training (SALT), Temecula, CA**

### *Founder and Executive Director*

Founded a consulting business for advising faith based agencies for strategic planning, financial planning, and leadership training. Clients have included Campus Crusade for Christ, Point Loma Nazarene University, International School of Theology, and Christian Community College.

## **EDUCATION**

- Ph. D. University of Southern California 1984 to 1989, Business Administration, summa cum laude.** Majored in strategic management with a minor in international relations. Doctoral dissertation examined the influence on public policy and military appropriations resulting from the lobbying practices of the hundred major defense contractors. This research was informed by my years of service with the U. S. Senate, Pentagon and White House administrations on issues pertaining to military appropriations.
- M.B.A. University of California, Berkeley, CA 1979 to 1981, with honors.** Majored in strategic management with a minor in international business. Masters thesis involved an analysis of the balance of power in the Middle East among countries vying for oil, weapons, and gold.
- B.A. California State University, Fresno, CA 1968 to 1973, magna cum laude.** Majored in communications research. Strong interest in quantitative analysis assisted faculty with computer programming (FORTRAN) their academic research.
- O.C.S. Officer Candidate School, Newport, Rhode Island, 1973, honors graduate.** Selected the outstanding student in command & military leadership. Company Commander for the female officer candidates in the last gender segregated class. Responsible for working with military hierarchy on the integration of the male and female officer candidate schools during a war time environment.

## **TEACHING EXPERIENCE**

**University of Southern California, Los Angeles, CA 1984 to 1989**  
Principles of Management

Corporate Social Responsibility and Business Ethics  
Strategic Management and Business Policy (Schools of Business & Engineering)

**Loyola Marymount University, Los Angeles, CA, 1987 to 1990**

Business Ethics and Public Policy  
Strategic Management

**University of California, Riverside, CA, 1990 to 1991**

Strategic Management (undergraduate and graduate)

**University of Redlands, CA, 1993 to 1995**

Strategic Management (Graduate)  
Macroeconomics (Undergraduate)  
Microeconomics (Undergraduate)  
International Business (Graduate)  
International Economics (Graduate)

**Christian Community College, Redlands, CA 1995-1997**

Macro and Micro Economics (during start-up period)

**Point Loma Nazarene University, San Diego, CA**

Money and Banking  
Economics  
International Economics  
Business Internship (created the highly successful program)  
Strategic Management (Graduate and Undergraduate)

## **BOARDS OF DIRECTOR AND COMMITTEE SERVICE**

- Chairman of Finance, Board of Trustees, First Church of the Nazarene, Pasadena, California (1981-1984, membership 3,000, budget \$2,000,000)
- Board of Directors, International School of Theology and Board of Directors, International School of Leadership, Campus Crusade for Christ (1992-1996)
- Initial faculty for Community Christian College, Redlands, CA (1996-1999)
- Founder, Board of Directors, Chairman of Finance, Chairman of Personnel, Missionary President, Gateway Church of the Nazarene, Murrieta, CA (1989-present)
- Founding member, Board of Directors, Christian Leadership International, Pasadena, CA (1997-2005)
- Founding member, Board of Directors, New Life Institute, Yerevan, Armenia (1998-2005)
- Finance Committee Southern California District for the Church of the Nazarene (1998 - 2016)
- Nazarene World Missions, Southern California District, Church of the Nazarene (2003-2005)
- Open Doors USA, Santa Ana, California, Board of Directors, Chair of the Board (2014-2015, led ministry through leadership transition) Chair of the Finance Committee (2006 to 2015)
- Lazarian World Homes, Board of Directors, Treasurer (2008 to 2010)
- Gateway Church of the Nazarene, founding member, Board of Directors, chair of finance committee, chair of personnel committee, adult Sunday school teacher, director of missions (1989 - present)
- Christian Leadership Alliance, San Juan Capistrano, CA, Board of Directors, serve on the Finance Committee (2012-present)
- Point Loma Trust, San Diego, CA, Board of Directors (2017 to present)