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**PROFILE:** More than 32 years of national and international business, government, and higher education experience grounded in a firm understanding of teaching methodology. Extensive private and public sector training experience, and on faculty at two federal universities: Volpe Center (DOT) and Leadership Development Center (OPM). Wrote eighteen leadership and professional development courses – State of Washington has licenses to deliver four courses to government employees: *Process Improvement – Lean Methods*; *Understanding Data, Applied SPC*; *Performance Measures*; and *Communicating with Data*. Taught employees in the U.S., Australia, England, Hong Kong, India, Indonesia, Korea, Philippines, Poland, and Singapore. Domestic and foreign travel, multicultural experiences, and personal relationships with people of many nationalities have resulted in substantial experience and expertise in working across cultural differences. Core competencies include leadership, and qualitative and quantitative methods.

### **EDUCATION:**

DOCTOR OF PHILOSOPHY IN EDUCATIONAL LEADERSHIP, Gonzaga University, Spokane, Washington, 1993

MASTER OF SCIENCE IN MANAGEMENT, Rollins College, Winter Park, Florida, 1983

BACHELOR OF SCIENCE, Rollins College, Winter Park, Florida, 1977

**MAJOR PUBLICATION:** Marshall, T. S. (1993). Impact of quality management on a United States Air Force Strategic Aircraft Logistics Group. Dissertation Abstracts International, 54-04, 93-24823.

### **HIGHER EDUCATION TEACHING EXPERIENCE:**

THE EVERGREEN STATE COLLEGE, EVENING AND WEEKEND STUDIES AND GRADUATE STUDIES PROGRAMS (2005 - PRESENT)

Advanced Research Methods, CRN 20283 – Master in Public Administration (7<sup>th</sup> year of teaching this graduate course): Examines advanced and multivariate statistical methods from a practical viewpoint using SPSS and Microsoft Excel. Introduces students to a variety of statistical techniques and research designs that allow users to get at the complexities that lie underneath every simple research/policy question. Students can expect to learn enough about complex design and techniques to be able to know what technique to request, to understand the use of designs and techniques, and to make meaning of complex research output. Students will develop facility with statistical software.

Planning to Succeed, CRN 10598: Course examined the theory and practice of strategic planning to achieve public and nonprofit purposes. Students studied a variety of strategic planning systems, approaches, fundamentals, and tools. Particular emphasis was given to the challenges managers face in creating and implementing strategic plans. Students had individual and team responsibilities, were required to make oral and written presentations, and submitted a final paper.

Understanding and Displaying Data, CRN 10590: Course focused on both applications of graphical displays and understanding of theory behind displaying data, providing a solid foundation on the purpose, use, and limitations of graphical displays (simple tables and charts). Students became competent producers and users of meaningful graphical displays, as well as more sophisticated readers of graphical displays.

Performance Measures, CRN 20593: Presented from a public/non-profit perspective and designed to teach students to develop, use, and align meaningful measurement data to support planning, budgeting, and improvement. Aim was to have students learn how to identify and collect relevant data needed to monitor and improve program performance. The course supported the general concepts and recommendations of Baldrige Performance Excellence Program, the Government Performance and Results Act, and the Governmental Accounting Standards Board.

Communicating with Performance Data, CRN 30486: Course explored both applications and theory and provided a solid foundation on the purpose, use, and limitations of graphical displays (simple tables and charts). Students became better producers and users of meaningful graphical displays. The course used a computer classroom and involved a lot of research and hands-on work actually creating spreadsheets, tables, and charts using real-world data.

#### UNIVERSITY OF WASHINGTON – TACOMA, UNDERGRADUATE BUSINESS PROGRAM (1995 - 1997)

Senior Project, TBUS 400: Focused on the demonstration of the student's integration of knowledge and competencies learned in the business program. A personal development plan was created in a portfolio format that identified the individual's abilities, knowledge, and values, and that outlined a plan for further personal and career growth. Emphasized and integrated major competencies and skills introduced in earlier courses.

Introduction to Marketing Management, TBUS 320: Introduced the major principles and practices used by marketing managers in analyzing marketing problems and developing appropriate solutions. A primary goal was to understand how marketing operates within the global, social, and economic environments. Designed to develop competencies in communication, teamwork, and problem solving.

Advertising, TMKTG 425: Designed to acquaint students with the creative processes used in the field of advertising. Topics included advertising, copywriting, art direction, production, and media selection. Provided exposure to advertising theory with a focus on practical application in the industry. Emphasized problem solving, communication, strategic thinking, and teamwork.

Consumer Marketing, TMKTG 450: Examined social science and consumer behavior research for concepts and principles that marketers can use to better understand customers and meet their needs. Insights gained from the disciplines of sociology, anthropology, and psychology were applied to marketing environments. Emphasized problem solving, communication, and strategic thinking.

#### EMBRY-RIDDLE AERONAUTICAL UNIVERSITY – SPOKANE (1993)

Management Information Systems, ABA-521: A study of general systems concepts, systems within organizations, decision and information systems, planning and control, project management, and evaluation systems.

#### LARAMIE COUNTY COMMUNITY COLLEGE – CHEYENNE, WYOMING (1986 - 1989)

Supervision and Banking System, MM 77-160-33: History of management and the supervisory practice; its development, change and probable future in the banking system. Examined monetary policy, systems for clearing and settling payments, and the federal government debt.

Elements of Marketing, BUS 70-240-21: Analysis of marketing concepts, customer demand and behavior, marketing functions, pricing, product development, promotion, distribution, and institutions in the marketing channel.

Introduction to Management, MM 77-150-31: A broad introduction to the field of management including such topics as planning, motivation, decision making, and organizational change.

#### TROY STATE UNIVERSITY-EUROPE (1981 - 1983)

Principles of Management, MGT 371: An integrated presentation of the principles of management designed to give a broad exposure to business management and the challenges managers face. Discussed current and relevant trends in business.

Personnel Management, MGT 375: An examination of the modern business office, focusing on management duties, financial and legal responsibilities, supervision, staffing, preparation and handling of correspondence and reports.

Criminal Investigations, CJ 331: An in-depth study of the fundamentals, functions and elements of criminal investigations. Included a history of the development of conducting investigations with law enforcement agencies.

Principles of Police Administration, CJ 201: A study of the organizational structures of police agencies. Created understanding of the strengths and weaknesses of the various types of structural designs, discussed how police agencies are staffed.

## **BUSINESS EDUCATION & TRAINING EXPERIENCE:**

**PRIVATE SECTOR:** Developed and delivered leadership and professional development training programs throughout the U.S., Europe, and Asia to finance, insurance, healthcare, and technology, *e.g.*, Citibank, MetLife, Willapa Harbor Hospital, and Greenpoint Technologies.

### **PUBLIC/NON-PROFIT SECTOR:**

Federal Government: Developed and delivering eighteen Multiple Award Schedule courses covering a broad array of leadership and professional development topics, *e.g.*, strategic management and planning, process and systems management, leadership, process improvement, critical and creative thinking, and advanced research methods. Specific contracts:

- U.S. Citizenship and Immigration Services: 2<sup>nd</sup> year of delivering a 5-year, nationwide leadership training program to GS7-11s
- Federal Bureau of Investigation: 2<sup>nd</sup> year of delivering a 5-year professional and leadership development program tailored to three staff Tiers: GS7-11s, GS 12-14s, and GS15 - SESs
- U.S. Customs and Border Protection: 3<sup>rd</sup> year delivering a \$2.9m, 5-year training program to headquarters and field staff covering seven leadership and professional development courses
- U.S. Department of Education: 4<sup>th</sup> year of providing leadership and professional development training on a wide range of topics (*e.g.*, conflict management, supervision, and leadership)

Other agencies include Department of Veterans Affairs, Department of Labor, General Services Administration, Federal Emergency Management Agency, Office of Personal Management - Leadership Development Centers (both Eastern and Western), National Aeronautics and Space Administration, and Department of Transportation - Volpe Center.

State and Local Agencies: Developed and delivered multiple leadership and professional development training programs, as well as licensed training programs to various states:

- Washington State Certified Public Manager Program: Developed and taught two core courses: *Performance Measures*, 1-day, and *Managing with Data*, 2-days. Courses provided hands-on application and were specifically designed to meet Washington State's public manager needs.
- Tacoma Urban Network: Developed, taught, and certified others to teach a program of eight short courses in research design, measuring program performance, planning, and testing.
- States of California, Oregon, Utah, and Washington: Each of these states has licensed courses designed to enhance decision-making and organizational performance. Washington State has licensed courses for training government employees for the past 12 years.
- Pierce Transit: Conducted training, consulting, product support, and coaching/mentoring to enhance enterprise performance, institutional adaptation, and organizational effectiveness.

**BUSINESS EXPERIENCE:** President, *T. S. Marshall & Associates, Inc.*, Seattle, Washington (2000 - Present): Designs, develops, and delivers education, training, and consulting services on a wide variety of professional development and leadership topics for national and multi-national organizations, higher education, and federal, state, and local agencies. Demonstrated experience and success in providing multi-year, multi-location, multi-course, multiple-delivery projects throughout the U.S., Europe, and Asia.