

## ***T. S. (STEVE) MARSHALL, PH.D.***

### ***PROFILE:***

Dr. Marshall has more than 31 years of higher education, and business training and consulting experience. He has helped people in healthcare, government, and higher education improve and sustain business performance. Dr. Marshall's core competencies include strategic planning, data analysis - graphical and statistical, and organizational development. He has extensive experience helping agencies demonstrate accountability and performance by rooting out waste and inefficiency, improving product and service quality, and achieving sustained agency and program performance.

### ***EDUCATION:***

DOCTORATE OF PHILOSOPHY IN EDUCATION, Gonzaga University, Spokane, Washington, 1993

MASTER OF BUSINESS ADMINISTRATION, Rollins College, Winter Park, Florida, 1983

BACHELOR OF SCIENCE MANAGEMENT, Rollins College, Winter Park, Florida, 1976

Extensive business systems and process management education and training by Dr. W. Edwards Deming, Dr. C. N. Weaver, and others. Quality Lead Auditor and facilitator.

### ***MILITARY EXPERIENCE:***

JUL '80 – SEP '94, UNITED STATES AIR FORCE: Separated as a Major in Sep '94 under the Voluntary Separation Incentive. Primary duties were a Missile Launch Commander and Training Director; last assignment was Director, Quality Improvement at Fairchild Air Force Base, Washington.

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

TROY STATE UNIVERSITY–EUROPE (1983) and LARAMIE COUNTY COMMUNITY COLLEGE (1987): Adjunct faculty in the Undergraduate Business Program.

JUN '00–NOV '10, SOUTH PUGET SOUND COMMUNITY COLLEGE–CERTIFIED PUBLIC MANAGER PROGRAM: Wrote core curricula for the Washington State Certified Public Manager Program and taught in that Program – designed to create results that matter to customers, stakeholders, and citizens.

AUG '95–JUN '97, UNIVERSITY OF WASHINGTON - TACOMA: Full-time faculty in the Business Program. Competencies: Strategic Planning, Quantitative Analysis, and Marketing.

AUG '04–PRESENT, THE EVERGREEN STATE COLLEGE: Part-time faculty in the Master in Public Administration Program and taught in the Evening & Weekend Studies Program. Courses taught: Strategic Planning, Performance Measures, Communicating Performance Data, Advanced Research Methods, and Graphical Displays (Charts and Graphs).

### ***BUSINESS EXPERIENCE:***

OCT '94–PRESENT; PRINCIPAL, *T. S. MARSHALL & ASSOCIATES, INC.*: Dr. Marshall led worldwide implementation of change management training for Citibank, conducted national process improvement efforts for MetLife, and has worked with many state, county, and city governments.

Currently, Dr. Marshall is providing professional development training to the U.S. General Services Administration, Departments of Labor and Homeland Security, and the U.S. Federal Emergency Management Agency; in the 4th year of providing open enrollment and customer requested professional development training to the U.S. Department of Education; in the 2nd year delivering a \$2.9m, 5-year training project for the U.S. Customs and Border Protection; and in the 1st year of delivering a 5-year leadership training program to the U.S. Citizenship and Immigration Services.

### ***MULTICULTURAL EXPERIENCE:***

Dr. Marshall has consulted businesspeople and taught employees in the U.S., Australia, Poland, England, India, Indonesia, the Philippines, Korea, Hong Kong, and Singapore. His 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.