

## **THEODORE L. HILL, III (TL)**

Fox Management Consulting Practice  
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## **EMPLOYMENT**

### **Professor (Instruction), Strategic Management**

#### **Managing Director, Fox Management Consulting Practice & Center for Executive Education**

**Temple University Fox School of Business:** July 2001 to present

- **Teaching:** Ongoing co-design of and teaching in the Fox Management Consulting Practice. Development and teaching of the Fox Board Fellows course on Nonprofit Governance. Development and teaching of a social entrepreneurship seminar. Design and teaching of executive education and workshops. Design and facilitation of the DBA research workshop series in Philadelphia & Beijing.
- **Service:** Design of, sales for and management of the Fox Management Consulting Practice – the umbrella for the MBA capstone consulting course, Fox Board Fellows and Fox Executive Education. Managing Director for the first year of the Translational Research Center before taking on Executive Education. Facilitated the redesign of the Fox MBA to a competency-led, experiential program, including a stint as Academic Director, Global MBA. Special projects, such as the Flinders University Collaboration (\$523,000).
- **Research:** Academic research focused on organization theory, the role of legitimacy in managing political risk, and the role of social networks in innovation. Action research focused on experiential education, policy and social entrepreneurship.

### **Associate Director, Community Economic Development Coordinator**

**University Community Collaborative of Philadelphia:** July 1999 to December 2003

Responsible for managing community economic development research projects, helping to conceptualize research and policy-related follow-up projects, building a community-university research network, providing technical assistance, writing grant proposals to expand the program, and helping to build a staff and infrastructure (including evaluation) for the UCCP. Co-conceived and co-wrote successful proposals to the Pew Charitable Trusts (\$400,000) and the William Penn Foundation (\$330,000).

### **Co-Founder & Assistant Director, Innovation & Entrepreneurship Institute**

**Temple University Fox School of Business:** July 2000 to June 2001

Co-founded the Innovation & Entrepreneurship Institute, taking responsibility for program design, marketing materials, development of the Venture Fair, and workshop development and delivery. Also provided staff support for the Dean's economic development efforts.

### **Co-founder & Director, Family Business Alliance**

**Temple University Fox School of Business:** April 1997 to June 2000

Responsible for designing, launching and administering the Family Business Alliance, a support and learning community of family businesses and professionals dedicated to helping family business people understand and manage the interaction between family and business systems. Work included signing up sponsors, developing programming, developing the organization, coordinating stakeholders, marketing and person-to-person selling – as well as business consulting for family firms.

### **Management Consultant**

**Temple University Small Business Development Center:** August 1996 to June 2000

**Monthly Review Press:** 1995 to 1997

Engagements included financial analysis, business plan critiques, strategy formation, organization development, and turnarounds for sole proprietorships and family firms.

## **Managing Director**

**New Society Publishers:** 1985 to 1997

- **General Management:** Handled personnel, strategy, business planning and systems design, such as hiring and training key staff; creating personnel policies and accountability systems; developing an organizational vision; strategic planning; budgeting; business planning; raising funds (loans and grants); inventing systems; developing strategic partnerships; managing both growth and contraction.
- **Editing:** Acquired and/or edited more than 30 titles, including half a dozen on “accountable economics”. Developed an active rights department.
- **Marketing:** Oversaw trade and direct marketing, including: Packaging (covers and copywriting); negotiating and maintaining relationships with distributors, wholesalers and retailers; creating and mailing trade catalogs; managing sales representatives; managing inventory; designing campaigns; maintaining mailing list; prospecting for lists; writing copy; designing and producing catalogs; managing fulfillment and customer service; evaluating results; and creating press releases and flyers; developing and maintaining lists of reviewers, professors and professionals; organizing targeted mailings; follow-up; arranging author tours; finding unusual outlets for titles.
- **Financial Management:** Redesigned chart of accounts and cash flow management. Acquired and managed loans. Negotiated sale of company.
- **Production:** Managed all aspects of book production from copyediting through book design; typesetting; proofing; managing printers and freelancers; and acquiring new machines and programs.

## **Editorial Staff**

**Peace News Magazine:** 1983-1984

As part of travel fellowship, worked as a member of the production and editorial board of this 75-year-old pacifist magazine.

## **Project Coordinator**

**Providence Area Health Care Foundation:** 1982-1983

Co-conceived and co-wrote a successful \$500,000 Federal grant to provide peer support for immigrant, pregnant teens. Helped to design the training for the peer advocates, to create support materials, and to design and implement the research/ evaluation component of the project.

**Varied Part-time Work:** 1976-1982

Farm hand, carpenter, butcher’s assistant, water company laborer, YMCA youth worker.

## **EDUCATION**

**Temple University, PhD:** January 2011.

Dissertation: *Longing to Belong: Identity & Organization Theory*. Three linked essays that expand application of transaction cost logic by expanding the motivational base of cooperation to include identity self-interest as well as instrumental self-interest. Paper 1 lays out the theory and introduces democracy as a new organizational form; paper two presents an empirical test of the motivational continuum; and paper three uses a case study to elaborate the process dynamics of organizational evolution.

Recipient of the 2010 Harry A. Cochran Award for Student Research.

**Temple University, MBA:** 1998

Executive MBA projects included: Financial Projections for New Society Publishers; Statistical Comparison of Midwife and Doctor Outcomes at Pennsylvania Hospital; Analysis of Breakeven for Pennsylvania Midwifery Associates; Competitive Analysis of the Uniform Services Industry for ARAMARK; Licensing Plan for Cryptag RFID Device for BTDG; Analysis of Production Flows for FMC; Information Technology Plan for Temple SBDC; Stakeholder Analysis for the Family Business Alliance; Expansion Plan for La Fortaleza Physical Therapy Clinics.

**Arnold Fellowship:** 1983-1984

The prototype for the national Watson Fellowship, the Arnold Fellowship supports one year of independent travel and study abroad. My focus was on contemporary examples of successful nonviolent action for progressive social change. I spent four months in India visiting rural, Gandhian development organizations, and nine months in England working for the 50-year-old pacifist magazine *Peace News*.

### **Brown University, A.B. in Religious Studies: 1983**

Concentrated on the relationship between faith and reason in various belief systems, with a particular interest in nonviolence. Courses included graduate level work in religious studies and cell biology.

### **Miscellaneous Formal Learning Situations**

- Inside-Out Instructor Training, Wallingford & SCI Phoenix, April 2019.
- Continuing education in business consulting, including workshop presentations. E.g., valuation of privately held firms, family business dynamics, workouts & bankruptcy, market research, sources of venture capital, stock options, family business models, etc.
- Future Search, Search Net, Philadelphia, PA.
- Dozens of conferences on bioregionalism, sustainable communities, worker cooperatives, preschool education, organic farming, action research, and university-community collaboration – including workshop presentations.
- Goddard Business Institute courses in financial management and leadership.
- Visiting Scholar, History and Sociology of Science and Technology Department, University of Pennsylvania, Philadelphia, PA.
- Typesetting training, Allied Linotype Company, NYC.

### **BOARDS & VOLUNTEER ACTIVITIES**

(None current.)

- Harvest Local Foods Advisory Board – 3 years.
- The Birth Center Board of Directors – 3 years.
- Parent-Infant Center Board of Directors – 3 years.
- New Society Educational Foundation Board of Directors – 4 years.
- Old Pine Farm Land Trust Board of Directors – 2 years.
- Mariposa Food Cooperative – Secretary, 2 years. Financial systems revision, 1 year.
- Food Not Bombs Soup Kitchen – co-founder and member, 1 year.
- Life Center Association Land Trust – member, 18 years.

### **REFEREED PUBLICATIONS**

#### ***Business***

Mudambi, Ram, Meoloud, Tah Ahmed, Hill, TL. 2019. The Metropolitan Effect: Colonial Influence on the Internationalization of Francophone African Firms. *Management and Organization Review*, 15(1): 31-53. Published online November 2018 doi: 10.1017/mor.2019.3. Print publication, March 2019.

Hill, TL & Zach, Florian. 2017. (October). Network, knowledge and relationship impacts on innovation in tourism destinations. *Tourism Management*, 62: 196-207. Published online April 2017 doi.org/10.1016/j.tourman.04.001. Print publication, October 2017.

Hill, TL & Darendeli, Izzet. 2016. Uncovering the complex relationships between political risk and MNE firm legitimacy: Insights from Libya. *Journal of International Business Studies*, 47 (1): 68-92. Print publication, January 2016.

Hill, TL & Scott, Jonathan. 2015. Knows My Business: The Association between Preference for Relational Governance and Owners' Choice of Banks. *Journal of Small Business Management*, 53 (Issue Supp. 1, 10/2015): 174-192. Special issue published in October 2015 and only online.

- Hill, TL, Feinberg, Susan & Darendeli, Izzet Sidki. 2015. An institutional perspective on nonmarket strategies for a world in flux. In Lawton, Thomas C. & Rajwani, Tazeeb, eds., *The Routledge Companion to Non-Market Strategy*. (NY: Routledge): 29-46. Print publication, April 2015.
- Hill, TL & Darendeli, Izzet. 2013 Delicate diplomacy: Lessons from Libya about balancing political and social legitimacy. *Academy of Management Best Paper Proceedings*.
- Hill, TL & Pahl, Jon. 2013. Social entrepreneurship as a catalyst for practical social justice. In Kim, Heon, editor, *A Just World: Multi-disciplinary Perspectives on Social Justice* (Newcastle upon Tyne: Cambridge Scholars Publishing): 39-52.
- Hill, TL & Mudambi, Ram. 2010. Far from Silicon Valley: how emerging economies are reshaping our understanding of global entrepreneurship. *Journal of International Management*, 16 (4): 321-327.
- Hill, TL, Kothari, Tanvi & Shea, Matt. 2010. Patterns of meaning in the social entrepreneurship literature: semantic network analysis insights. *Journal of Social Entrepreneurship*, 1 (1): 5-31.
- Hill, TL, 2007. Longing to belong: expanding the market-hierarchy-clan taxonomy to include new organizational types. *Academy of Management Best Paper Proceedings*.
- Malach-Pines, Alaya, Haim Levy, Agnes Utasi, TL Hill. 2005. Entrepreneurs as cultural heroes: a cross-cultural, interdisciplinary perspective. *Journal of Managerial Psychology*, 20 (6): 541-555.
- Zimmerman, Monica, Denise Dunlap, Robert D. Hamilton, III, TL Hill, Elisabeth A. Chapman. 2002. David vs Goliath: strategic behavior of small firms in consolidated industries. *Journal of Small Business Strategy*, 13 (2) Fall/Winter: 56-74

### **Education**

- Hill, TL, Andersson, Lynne, DeWhitt, Becca, Thanh, Clair. 2019. Inside-Out Prison Exchange Case Study. Ivey Publishing. Online and print available as of 9 August 2019.
- Nash, Dave, Hill, TL & Anthony, Marilyn. 2018. Experiential learning for MBAs: Are we closing the business competency gap? *Journal of Business, Economics and Technology*, 21(1). Spring. Print (pdf) version available 18 July 2018.
- Nash, Dave, Anthony, Marilyn & Hill, TL. Experiential learning for MBAs: Are we closing the business competency gap? NABET 2017 Conference Proceedings, May 2018.
- Blau, Gary, Hill, TL, et al. 2016. Correlates of graduating with a full-time job versus a full-time job consistent with major. *College Student Journal*, 50 (3): 355-360. Print version, September 2016.
- Blau, Gary, Hill, TL, et al. 2016. Testing the relationship of gender and business major to professional development behaviors and expected employment. *Journal of Education in Business*, 91 (5): 274-279. Print version, June 2016.
- Hill, TL & Barbara Ferman. 2004. The challenges of agenda conflict in higher-education-community research partnerships: Views from the community side. *Journal of Urban Affairs* 26 (2): 241-257.

### **Google Scholar Citation Count as of 27 September 2019**

	All	Since 2014
<a href="#">Citations</a>	513	342
<a href="#">h-index</a>	7	7
<a href="#">i10-index</a>	6	6

### **WORKING PAPERS**

- Blau, Gary, Hill, TL, Nash, David, Paris, Dennis. Live problems v. live clients: Which is most effective for perceived learning of MBA-level marketing concepts? Submitted to *Academy of Management Learning & Education*, July 2019.

- Darendeli, Izzet, Genc, Omer, Hill, TL & Onuklu, Atilla. Home Field (Dis)Advantage: The Role of Subnational, Informal Institutional Context in Emerging Economy SME Export. Submitted to *Journal of International Management*, September 2019.
- Hill, TL & Zach, Florian. Tourism Innovation Partnerships. Targeted to *Annals of Tourism*.
- Blau, Gary Cannon, Maureen, Hill, TL. Developing Governance Awareness & Skills in MBAs: Fox Board Fellows. Targeted to *Academy of Management Learning and Education*.
- Tandon, Vivek. Hill, TL & Mudambi, Ram. A century of innovation in Rohm & Haas: The evolution of selection logics within the firm. Targeted to *Business History Review*.
- Darendeli, I. Cheng, Y. Hill, T. Rajwani, T. *Conceptual version*: Exposure to Political Shocks and Building Legitimacy Through Choice of Project for Resilience. *Empirical version*: Building Resilience through Public Works – Evidence from the Arab Spring. Targeted to *Journal of International Business*.
- Spinnenweber, K. Hill, TL, Allatta, J., Slade, Kerry. Safety Preparedness and Project Performance.
- Hill, TL. Consultation, Competition and Hijrat: New Models of International Expansion and Control.
- Kyser, Diana & Hill, TL. Through the Looking Glass: Company Culture as a Reflection of Founder Personality in Start-up and Entrepreneurial Organizations.
- Hill, TL, Mudambi, Ram & Hamilton, Robert D., III. Longing to belong: the governance of knowledge-intensive organizations.

## ACADEMIC CONFERENCE PRESENTATIONS

### ***Business***

- Darendeli, I. Cheng, Y. Hill, T. Rajwani, T. Building Resilience through Public Works – Evidence from the Arab Spring. AOM Annual Meeting, August 2018, Chicago, IL.
- Darendeli, I., Hill, T., Genc, O., Onuklu, A. (presenter). Home and Away: Home Region Interconnections that Enhance SME Export Performance. Academy of International Business Annual Meeting. June 2018. Minneapolis, MN.
- Darendeli, I. Cheng, Y. Hill, T. Rajwani, T. Exposure to Political Shocks and Building Legitimacy through Choice of Project for Resilience. Strategic Management Society. October 2017, Houston, TX.
- Kyser, Diana and Hill, TL. Through the Looking Glass: Company Culture as a Reflection of Founder Personality in Entrepreneurial Organizations. 6<sup>th</sup> International Engaged Management Scholarship Conference, September 2016, Paris.
- Co-chair with Ram Mudambi, of The Power of Words in Entrepreneurship plenary at the August 2014 Academy of Management Conference, Philadelphia, PA.
- Hill, TL & Darendeli, Izzet Sidki. Look Beyond Politicians: The Importance of Multilateral Sources of Power and Legitimacy in Emerging and Transitional Contexts. An invited presentation for the Plenary Panel of the Academy of International Business NE Conference, Hartford, CT, October 2013.
- Hill, TL & Darendeli, Izzet Sidki. Delicate Diplomacy: Insights from Libya for MNEs about Balancing Political and Social Relations within Host Countries. Accepted for presentation at the Academy of Management, Orlando, Florida, August 2013.
- Hill, TL & Darendeli, Izzet Sidki. Delicate diplomacy: Lessons from Libya about balancing political and social legitimacy. Academy of International Business, Istanbul, Turkey, June 2013.
- Hill, TL & Darendeli, Izzet Sidki. Effect of Government Legitimacy on MNE-Host Country Government Political Strategies in Transitional Contexts. Paper presentation at Strategic Management Society Annual International Conference, Prague, October 2012.
- Hill, TL & Pahl, Jon. Social entrepreneurship as a catalyst for practical social justice. A Just World Conference, Holy Family University, Philadelphia, PA, March 2012.
- Hill, TL & Mudambi, Ram. Guilds and organizational change: Contested logics in the management of innovation at Rohm and Haas. Roundtable presentation at the Academy of Management Annual Meeting, San Antonio, August 2011.

- Hill, TL, Kothari, Tanvi & Shea, Matt. Patterns of meaning in the social entrepreneurship literature: semantic network analysis insights. Paper presentation at the Academy of Management Annual Meeting, Chicago, August 2009.
- Black, Janine & Hill, TL. The rise and Fall of Joseph Cassey: how environmental munificence and social networks enhance and constrain minority entrepreneurship. Babson Entrepreneurship Research Conference, June, 2009.
- Hill, TL. A contextual model of the process of tacit knowledge flow through multinational corporations. Academy of Management Annual Meeting, Anaheim, August 2008.
- Hill, TL, Kothari, Tanvi & Shea, Matt. The emergence of social entrepreneurship as a research domain: implications for entrepreneurship theory. Babson Entrepreneurship Research Conference, June, 2008.
- Hill, TL. Longing to belong: expanding the market-hierarchy-clan taxonomy to include new organizational types. Paper presentation at the Academy of Management Annual Meeting, Philadelphia, August 2007. Nominated for Best Paper.
- Bender, G.M. & Hill, TL. The entrepreneurial process: the interplay of social competence, opportunity recognition and success as an entrepreneur. USASBE Conference, Orlando, Florida, January 2007.
- Hill, TL & Andersson, Lynne. Shady groves, black ties & pandering prayers: elite social clubs & corporate-government relations. International Association for Business & Society, Merida, Mexico, March 2006.
- Hill, TL & Washington, Michelle. Breaching the investment barrier in the inner city: towards a theoretical model of how social networks guide the glow of investment in entrepreneurial opportunities,” Babson/Kauffman Entrepreneurship Conference, Glasgow, Scotland, June 2004. Published in *Frontiers of Entrepreneurship Research: Proceedings of the Twenty-fourth Annual Entrepreneurship Research Conference*. Shaker A. Zahra et al, editors: p 570.
- Hamilton, Robert D., III, Zimmerman, Monica, Hill, TL, Dunlap-Hinkler, Denise & Chapman, Elisabeth A. David vs Goliath: strategic behavior of small firms in consolidated industries. USASBE/SPIDA, Orlando, FL, February, 2001.

### **Education**

- Hill, T., Hestand, M., Kerzner, A. (presenter), Martin, A., Salier, M., Valdes, S., & Verhoeven, B. Scaling Up Entrepreneurship Education to Transform Universities & Region – AOM Start up to Scale Up regional conference, December 2018, Tel Aviv, Israel.
- Hill, T. Convener. Alumni Consortium. Engaged Management Scholars Conference. September 2018, Philadelphia, PA.
- Dinauer, L., Schmidt, S. & Hill, TL. Panel: What Makes for a Great DBA Dissertation? Engaged Management Scholars Conference. September 2018, Philadelphia, PA.
- Verhoeven, Bert, Hestand, Michelle, Hill, TL & Salier, Matt. Dare to Do: Experiments that Facilitate Real-world Feedback and Reflective Learning of Innovation. Teaching and Learning Conference. Academy of Management Annual Meeting, August 2018, Chicago, IL.
- Nash, Dave, Anthony, Marilyn (presenter) and Hill, TL. Experiential learning for MBAs: Are we closing the business competency gap? NABET Conference. October 2017. State College, PA.
- Porat, Moshe, Nyiri, Jenn, Campbell, Debbie, Kapanjie, Darin & Hill, TL. Fox’s Market-Driven Approach to Designing a Responsive MBA Curriculum, MBA Roundtable Curricular Innovation Symposium. Also facilitated a panel at the conference. October 2017. Philadelphia, PA.
- Hill, TL & Salier, Matt (presenter). Co-creation of an INNO ecosystem. University-Industry Interaction Conference 2017. University Industry Innovation Network, June 2017, Dublin, Ireland.
- Zimmaro, Lisa; Case, Edward; Colon, Danielle and Hill, TL. Cash Attack: Planning, Execution and \$50 Million Benefit of Cash Forecasting in a University Treasurer's Office. National Association of College and University Business Officers EACUBO 2016 Workshop, March 2016, Boston, MA.
- Hill, TL, with Berti, Marco; Nash, David; Ramos, Diane; Organizer and facilitator of Once Upon a Time: Best Practices and How-to Tips for Using Storytelling to Grapple with Live Problems, a Teaching and Learning

Academy Professional Development Workshop for the August 2015 Academy of Management Conference, Vancouver, BC.

Discussant for the DBAs Critical Success Factors: Spanning Research and Practice Professional Development Workshop for the August 2015 Academy of Management Conference, Vancouver, BC.

Organizer and facilitator of Building and Assessing a Competency-Based MBA Curriculum, a professional development workshop for the Teaching and Learning Conference of the August 2014 Academy of Management Conference, Philadelphia, PA.

Discussant for the DBAs Critical Success Factors: Spanning Research and Practice professional development workshop at the August 2014 Academy of Management Conference, Philadelphia, PA.

Ferman, Barbara & Hill, TL. The challenges of agenda conflict in higher-education-community research partnerships: views from the community side. Urban Affairs Association Conference, Cleveland, OH, March 2003.

Hill, TL & Dougherty, Dan. Why teach using community-based research? Urban Affairs Association Conference, Cleveland, OH, March 2003.

## COMMISSIONED REPORTS

*Pennsylvania Agriculture: A Look at the Economic Impact and Future Trends*. Fox Management Consulting and Econsult Solutions. January 2018.

[http://www.agriculture.pa.gov/Documents/PennsylvaniaAgriculture\\_EconomicImpactFutureTrends.pdf](http://www.agriculture.pa.gov/Documents/PennsylvaniaAgriculture_EconomicImpactFutureTrends.pdf) (Accessed, December 2018.)

*Tourism Innovation Networks for Four Destinations: Cape May, NJ; Eastern Shore of Virginia; Elkhart County, IN and Porter County, IN*, TL Hill & Florian Zach. Prepared for the CVBs of each destination, and presented at a workshop at Temple University. March 2012.

*Managing Open Innovation: How and What to Open*, Youngjin Yoo & TL Hill. *The iBit Report*, Temple University Fox School of Business. February, 2010.

*How and What to Open: A Framework for Managing Open Innovation Strategy*, Youngjin Yoo & TL Hill. Prepared for the Consumer Healthcare Division of GSK. June 2009.

*Professional Development Training & Evaluation Services*, Alyssa Cox & Shannon Cohen, under the supervision of TL Hill. Prepared for the Temple University Urban Education Collaborative. June 2007.

*Philadelphia Made: Promoting the City's Manufacturing and Consumable Producer*, Michael Cunningham, Dan Dougherty & Anjali Oberoi, under the supervision of TL Hill. Prepared for the Philadelphia Made Working Group with support from the Urban Industry Initiative of the Philadelphia Department of Commerce. June 2004.

*A Vision for Growing the Life Sciences Economy in the Greater Philadelphia Region*, Tammy Heesakker and Ruslan Horblyuk, under the supervision of TL Hill. Prepared for the Greater Philadelphia Chamber of Commerce and Innovation Philadelphia, with support from Cephalon, Inc. April 2004.

*Follow Me to Fifth Street: Prospects for Revitalizing the North 5<sup>th</sup> Street Commercial Corridor*, Meghan Duggins, TL Hill and John Stapleford with Darlene Atta, Michal Gomez, Angel Perreira & Miguel Vasquez. Prepared for Nueva Esperanza Community Development Corporation and the Philadelphia Department of Commerce, March 2004.

*Bolstering the Breeze: Towards a Strategy for Revitalizing the Point Breeze Avenue Commercial Corridor*, TL Hill with Darlene Atta, Dan Dougherty, Michal Gomez, Eric Hsu & Eliza Wu. Prepared for Point Breeze Community Development Coalition & Philadelphia Department of Commerce, September 2003.

*Weavers Way Accountability Committee Report*, Roger Ashodian, Susan Beetle, Jim Feldman, TL Hill, Stuart Katz and Nancy Weinman. Prepared for the Board of Directors and membership of the Weavers Way cooperative. July 2003.

*Potential Businesses for the Norris Square Community*, John Stapleford, Cynda Clyde & TL Hill. Prepared for the Norris Square Civic Association. June 2002.

*US Small Business Facts, Figures and Trends*. TL Hill. Prepared for Advanta Corporation, March 2002.

*Land Use along North Fifth Street.* TL Hill, Rafael Corredoira, Nilsa Pena & Jean-Pierre Engelbert. Prepared for Nueva Esperanza. June 2001.

*Point Breeze Neighborhood Plan.* TL Hill. Prepared for the Point Breeze Community Development Coalition and the City of Philadelphia's Neighborhood Transformation Initiative. June 2001.

*Demand for Financial Services in Point Breeze.* TL Hill, Dan Shah, et al. Prepared for the Point Breeze Community Development Coalition. December 2000.

*Evaluating Social Change Organizations and Processes: A Report to the Bread and Roses Foundation.* TL Hill, Barbara Ferman, Jennifer Kurek & Juris Milestone. November 2000.

*Summary Recommendations: New Economy Transition Team Findings & Recommendations.* TL Hill, Frederic Murphy, M. Moshe Porat. Presented to Mayor John F. Street, February 2000.

## **INVITED PRESENTATIONS & WORKSHOPS**

ProfessionOWLS Mentor Workshops for the Temple University Alumni Association. 2018-2019.

Pay it Forward: Next Generation Leaders Workshops for the Philadelphia Chamber of Commerce. 2016-2017, 2017-2018, 2018-2019, 2019-2020.

Panel presenting *Pennsylvania Agriculture: A Look at the Economic Impact and Future Trends* to a legislative lunch for ~300 policy makers and industry leaders. PA Farm Show, Harrisburg, January 2018.

Young Scholars' Inaugural Equity in Education Forum. Philadelphia. October 2017.

Hotel Feasibility & Valuation. National Association of Black Hotel Owners, Operators & Developers. Philadelphia. October 2017.

Strategy Presentation for the Eastern Minority Supplier Development Council, July 2017.

Strategic Planning, Greener Partners, Collegeville, Spring-Summer 2016. (As a part of a Fox MC project.)

Strategy Workshop for Peace Islands Institute. Bethlehem, PA. February 2016.

Strategy Workshop for the Temple University Medical Alumni Board. Philadelphia. January 2015.

Economics and Community Development Panel, Philadelphia 2020: Visions of a Civil Society. Peace Islands Institute and Villanova University. Villanova, PA. October 2014.

Business Model Workshop for the Horn Farm Center for Agricultural Education, York, PA, March 2014.

Brown Bag Symposium on Guilds and organizational change: contested logics in the management of innovation at Rohm & Haas. Chemical Heritage Foundation. Philadelphia. February 2013.

Strategy Workshop for Lutheran Theological Seminary of Philadelphia, September 2012.

EMC Replication Workshops at University of Technology, Sydney, August 2012.

Panelist, Intersections Institute's 2011 Public Theology Seminar exploring the premise that "The corporate pursuit of creating shared value can be enhanced through collaboration with social service and social ministry organizations." Lutheran Theological Seminary at Philadelphia, October, 2011.

Co-facilitated (with James Moustafellos) a half-day Design and Opportunity Screen Workshop for the Wyck Association's Agricultural Symposium for Historic Site and Museum Professionals, Philadelphia, PA. September, 2011.

Panelist, Graduation Seminar on the Philadelphia Social Innovation Ecosystem, Good Company Ventures, Philadelphia, PA. September, 2011.

Moderator, Panel & Workshop, "Contributing to the Triple Bottom Line: People, Profit and Planet" for the Fulbright Enrichment Seminar, Philadelphia, PA. March, 2010.

"Longing to belong: The governance of knowledge-intensive organizations," The Center for Strategic Management and Globalization, Copenhagen Business School, Copenhagen, DK. June, 2009.

Moderator, Panel on "Going Green-Growing Strong: LEED Design & Real Estate Development," Fox School Alumni Association Speaker Series. Philadelphia, PA. March, 2009.



- “Family Business Dynamics.” Executive Education Workshop for the American Association of Managing General Agents. Philadelphia, PA. April, 2008.
- “US Market Entry.” Winning Business in North America, United Kingdom Trade & Industry Trade Conference. Guildford, England. March, 2008.
- Moderator, Panel on “Green & Socially Responsible Investing.” Fox School Alumni Association Speaker Series. Philadelphia, PA. March, 2008.
- “Strategic Planning for Sustainability.” Two-day workshop for the board of directors of the Pennsylvania Association for Sustainable Agriculture. Philadelphia, PA. August, 2006.
- “Strategic Planning for Religious Publishers.” Two-day workshop for Quakers United in Publications. Old Chatham, NY. April, 2006.
- “Family Business Dynamics.” Two-part workshop for women board of director members in family business groups. Mumbai, India. June, 2005.
- “Strategic Renewal for Family Firms.” Four-part workshop for Philadelphia chapter of the National Association of Women Business Owners. Philadelphia, PA. Spring, 2005.
- “Entrepreneurship as Strategic Renewal.” Presentation at the Welinkgar Institute of Management, Mumbai, India, 2004.
- “Managing Family Dynamics in Business.” Workshop for Philadelphia chapter of the National Association of Women Business Owners. Philadelphia, PA. 2004.
- “Tools for Business Planning.” Presentation at the Welinkgar Institute of Management, Mumbai, India, 2003.

## **MEDIA MENTIONS**

(recent)

- Oct. 18, 2018, [Temple News](#)
- Aug. 22, 2018, [Technically Philly](#)
- April 9, 2018, [Technically Philly](#)
- Jan. 4, 2018, [Philadelphia Inquirer](#)
- March 7, 2017, [Philadelphia Business Journal](#)
- Nov. 2, 2016, [Philadelphia Business Journal](#)
- Oct. 13, 2016, [Philadelphia Business Journal](#)
- June 4, 2016, [NBC News](#)
- Oct. 16, 2015, [Philadelphia Inquirer](#)
- Sept. 2, 2015, [Grid Philly](#)

## **FUNDS RAISED & GRANTS RECEIVED**

*Fox Management Consulting/Educational Fees.* Approximately \$6.7 M from July 2001 through June 2019, including \$516,000 for AY2018-2019. Fees cover costs (beyond those covered by tuition) of MBA consulting practice in which students provide commercial grade strategic consulting for companies and nonprofits. [In addition, facilitated donations of \$105,000 from individuals for Fox MC.]

*Fox Executive Education Fees.* Took over management in late December 2018. Stabilized relationships with clients and faculty. Helped to salvage or secure new contracts for \$118,875 (out of a total of \$286,650) for AY 2018-2019. Strategic plan submitted and approved, August 2019.

*Flinders University New Venture Institute Personal Enterprise Collaboration.* US\$523,000, August 2016 through July 2019, for competency design, online Fox entrepreneurship courses, an adaptation of RoadMap and training.

*Inter-disciplinary Young Scholars Forum.* \$1000 seed funding for a research project with Cliff Tironi, Tony Petrucci, Barbara Manaka and Radek Ostrowski. 2013.

*Inter-disciplinary Young Scholars Forum*. \$2000 seed funding for a research project with Izzet Darendeli and Rob Hamilton. 2012.

*United States Economic Development Agency, “Apps & Maps”*. Co-designed, outlined and contributed to the writing of this \$500,000 EDA grant (but as an advisor not an investigator). Awarded October 2011.

*Inter-disciplinary Young Scholars Forum*. \$1000 seed funding for a research project with Florian Zach. 2011.

*Inside-Out: A Sustainable Growth*. Co-PI with Lori Pompa. Provost Seed Grant. \$50,000. June 2010.

*Institute for Social Innovation*. Project Director. Provost Seed Grant. \$75,000. January 2010.

*Philadelphia Made Marketing and Branding Study*. \$5,000 from the Philadelphia Commerce Department’s Urban Industry Initiative. May 2004.

*Nueva Esperanza North Fifth Street Commercial Corridor Strategy*. \$13,663 from the Philadelphia Commerce Department’s Marketing, Planning & Community Festival Funding Program. August 2002.

*Point Breeze Community Development Coalition Commercial Corridor Revitalization Project*. \$19,000 from the Philadelphia Commerce Department’s Marketing, Planning & Community Festival Funding Program. September 2001.

*University Community Collaborative of Philadelphia*. With Barbara Ferman. \$330,000 from the William Penn Foundation. January 2001.

*Voices in Youth Policy*. With Barbara Ferman. \$400,000 from the Pew Charitable Trusts, January 2001.

*Private Equity for New Society Publishers*. \$325,000 from individual placements. 1991.

*Peer Mother Health Project*. With Jane deChristopher. \$500,000 from United States Department of Health & Human Services. 1983.

## **EXECUTIVE EDUCATION**

Decisionmaking in a Strategic Context Workshop. Gift of Life Senior Management Team. Philadelphia, PA. September 25, 2019.

School of Dentistry Orientation, Temple University Kornberg School of Dentistry. Philadelphia, PA. With Eric Brunner, Marie Amey-Taylor and Inside-Out Facilitators. August 20 & 21, 2019.

Faculty Development for International Business research trip to Flinders University, Adelaide and Western Sydney University, Parramatta, Australia. July 2019.

Strategic Thinking & Planning Workshop for the Gift of Life Art & Science of Leadership for Organ Procurement Organization executives. Houston, TX. June 20, 2019.

Strategic Decision Making Workshop for Aberdeen Standard Investments. With Michelle Histan. Philadelphia. April 8 & 10, 2019.

Business Education Design & Delivery, The Enterprise Center. Philadelphia, PA. September 2016-June 2018. \$58,000. (In addition to a Fox MC project.)

Strategy Workshop for Temple University Leadership Academy, Annually, 2012 to 2017.

Business Advising Training for Free Library of Philadelphia librarians and central staff, Philadelphia, Spring 2016. \$24,000.

Marketing Workshop for Arkema North America’s marketing executives and managers, King of Prussia, PA, November 11, 2015. \$14,750. (In addition to several Fox MC projects.)

Sales Training for TRF underwriters, Philadelphia, Spring 2012. \$12,000. (In addition to Fox MC projects.)

## **TEACHING**

### ***Executive DBA***

- Research Workshop Series – Designed and delivered six full-day sessions annually from AY 2015-2016 to date.
- Research Workshop Intensive for the Tsinghua version of the DBA. April 2017. January 2019.
- Chair, EDBA Dissertation Committees

- 2019-2020 – Ben Lipschutz, expected May 2020.
  - 2018-2019 – Sherry Williams, Closing the Financial Inclusion Gap by Understanding What Factors Drive Consumer Selection of Financial Services Providers. May 2019
  - 2017-2018 – Karl Spinnenweber, Prepare and Perform in a Dangerous World: Two Studies of Organizational Performance in Hazardous Contexts. May 2018
  - 2016-2017 – Diana Kyser, Through the Looking Glass: Company Culture as a Reflection of Founder Personality in Entrepreneurial Organizations. May 2017
  - Member, EDBA Dissertation Committees
    - 2018-2020 – Stephen Sammut
    - 2018-2019 – Vince Ford
    - 2017-2018 – Anthony Flammia, Ron Hetrick III, Kris Ayanruoah, David Williamson
    - 2016-2017 – Tah Melmoud, Leila Boumatou
  - External Reader, EDBA Dissertations
    - 2019 Michelle Crouthamel, Ryan Townsend
    - 2018 Bill Spudis
    - 2017 John Abt, Ofra Shoham
- Advising/Early Stage
- Alex Klein, Amin Husseini (on leave), Christen Adels (on leave)

***MBA Enterprise Management Consulting Practicum*** – capstone consulting course.

- Enterprise Management Consulting Practice Practicum – MBA capstone course piloted 2005-2006; revised and taught every year since.
- Redesigned OMBA version with Tess Kristensen & Bill Luzier. (Taught the pilot in August 2018 and a re-work in August 2019).
- Serve as Project Executive at least once per year, 2000-present.
- Instigated MS data analytics support; pilot 2017 and expanded since.
- Instigated MS market-research support for EMC; pilot 2015, expansion 2016.
- Redesigned for online delivery, 2012, 2013 (6 credits, 12 weeks) and 2014 (3 credits, 6 weeks); taught about once per year through 2017.
- Designed and taught Professional MBA for AY 2007-2008; contributed every year since.
- Instigated Law School sister course, Autumn 2011-2016.
- Designed Honors undergraduate version for AY2010-2011; offered several times.
- Piloted collaboration with the Landscape Architecture Design Studio, AY 2010-2011.
- Global Entrepreneurship in Technology Consulting Practicum – 4.5 credit capstone course for International MBAs. Improved continuously from AY1999-2000 through AY2007-2008.

***MBA Electives***

- Social Entrepreneurship Seminar – Designed and delivered, AY2005-2006 to present. Redesigned graduate version for 3-credits, AY2016-2017. Designed and delivered undergraduate version, AY2010-2011; then trained 3 replacements.
- Co-designed Gen Ed social entrepreneurship course: High-Hanging Fruit: Innovative Solutions to Wicked Problems. Summer 2019 – to be run in Spring 2020.
- Nonprofit Governance / Fox Board Fellows – Designed and delivered, AY2012-2013 to present. Redesigned 3 credit version, AY 2016-2017.

### *Miscellaneous*

- How the World Works Seminar Series, Autumn 2016, Autumn 2017
- Fox FMBA Faculty of the Year, AY2012-2013.
- Fox FMBA Faculty of the Year, AY2008-2009.
- Fox School Leader in Teaching and Innovation, AY2008-2009.
- Innovation & Entrepreneurship Teaching & Research Fellow, AY 2007-2008.
- Entrepreneurial Thinking seminar. Designed and delivered from AY2002-2005.
- Local Distinctiveness in a Global World – Designed and delivered 8-session Essentially English seminar for Germantown Friends School students and parents, Spring 2012.

### **SCHOOL & UNIVERSITY SERVICE**

Fox Management Consulting Practice – Fox School of Business – 2001 to present.

Facilitated steady growth in the signature program for the Fox MBA, including notable expansion in staff and space during AY2011-12; international replication in AY2012-2013; significant expansion into marketing and challenge-based clients in AY2014-2015; and forays into executive education and strategic planning in 2015-2016. Responsibilities include: Sales for 30-40 projects per year – international, corporate and social venture – yielding an average of \$5500,000 per year in additional revenues; recruitment and management (with Dave Nash and Maureen Cannon) of 30 project executives per year; support for two advisory boards totaling nearly 100 C-level executives; oversight of marketing and communications; cooperation with various Fox School entities; management of full-time staff. Fox MC received the Fox School Impact Award in Spring, 2019.

Fox Executive Education – Paired with Fox MC as of December 2018; consolidation during Spring 2019; new strategy launched in August for 2019-2020.

Fox Translational Research Center – Fox School of Business – AY2016-2017 through AY2018-2019.

Helped Charles Dhanaraj and Sudipta Basu to conceive and implement this new initiative.

Fox Board Fellows Program AY 2009-2010 to present.

Academic leadership for program placing MBA students on nonprofit boards. Including recruiting nonprofit partners, advising on processes, and designing and teaching the supporting course. 2010-present.

Fox Budget Advisory Committee, 2015 to present.

DBA Executive Committee, 2013 to present.

Helped to organize the Engagement Management Scholarship Conference, held at Temple in September 2018. 200+ attendees from dozens of programs.

Experiential Education Committee, Spring 2018 onwards. On recruiting committee for new Academic Director, September 2019.

SGM Department Chair Search Committee, AY 2019-2020.

Department-level Merit Committee, Autumn 2018, Autumn 2019.

Fox MBA – Fox School of Business – January 2012 – June 2018.

Led the transformation of the MBA into a competency-led, experiential MBA program, launched in August 2014. Progress to date includes securing approvals at all levels for the GMBA, recruiting a core faculty, facilitating training in team based learning and flipped classroom pedagogy, shaping a support staff, advocating successfully for flat classrooms, facilitating the development of competency baseline measures, co-facilitating the involvement of more than 100 business people during the delivery of the MBA, enhancing preparation for the global immersion, supporting the development of new sales and marketing materials, co-developing an employer council, transitioning leadership of PMBA to Darin Kapanjie, and advising Michael Rivera on implementation in the EMBA. Academic Director, GMBA, 2014 to present.

Dean Review Committee, Spring 2017.

Masters Program Committee, 2009-2013, 2015-June 2017.

Rethinking MBA Initiative – active leadership during the initial phase, Spring 2012, and during the implementation, Autumn 2012-present.

Musser Excellence in Faculty Service Award, Nineteenth Annual Musser Awards for Excellence in Leadership, November, 2015.  
 NTT Promotion Committee, 2014.  
 Social Entrepreneurship Conference. Founder and coordinator, 2007-2008. Advisor, 2009-2013.  
 Fox Net Impact. Faculty advisor. 2007-2013.  
 Dean's Council – presentation on Experiential Learning, March 2012.  
 Advisory Board, Center for Public-Interest Journalism, AY 2011-2012.  
 Search Committee for the CEO for PPIIN – a spin off from the School of Communications and Theater, AY 2011-2012.  
 MBA Core Course Coordinator, 2011-2012  
 Departmental and School-level Merit Committee, Autumn 2011.  
 Business Plan Workshops. Designed, piloted, delivered, 2001-2010.  
 Institute for Social Innovation. Supervised business plan for proposed, university-wide, initiative. Facilitated start-up and provost's grant. Morphed into Fox Board Fellows Program. 2009-2010.  
 Fox School Board of Visitors – Moderator, meeting on sustainability, April 2010; presenter, meeting on action learning, January, 2010.  
 President's Advisory Council – presentation on EMC and commercialization, October, 2010. Facilitated a one-day retreat, May 2008.  
 Temple University Strategic Planning Process. Academic Planning Working Group. AY2007-2008.  
 Entrepreneurship Advisory Board. Fox School of Business Innovation & Entrepreneurship Institute. AY 2007-2008.

## **SERVICE TO THE FIELD**

Ad hoc Reviewer, *Academy of Management Review*. 2008-present.  
 Ad hoc Reviewer, Academy of Management Annual Meeting. 2008-present.  
 Ad hoc Reviewer, *Journal of International Business Studies*. 2015-present.  
 Editorial Board, *Academy of Management Review*. 2009-2017.  
 Ad hoc Reviewer, *Journal of International Management*. 2005-2014.  
 Co-Chair, Temple University and *Journal of International Management* 10<sup>th</sup> Annual International Business Research Conference. Beyond Silicon Valley, How Emerging Economies are Re-shaping our Understanding of Global Entrepreneurship, April, 2009.  
 Ad hoc Reviewer, *Academy of Management Journal*  
 Ad hoc Reviewer, *Organizational Studies*  
 Ad hoc Reviewer, *Strategic Entrepreneurship Journal*

## **EDITORIAL PROJECTS**

Books acquired and edited while at New Society Publishers.

- *AdBusters Culture Jammers Calendar*, The Media Foundation
- *Addicted to War: Why the US Government Can't Kick Militarism*, Joel Andreas
- *AIDS and the Third World*, The Panos Institute
- *Ambassador of Reconciliation: A Muriel Lester Reader*, Richard Deats
- *Barefoot Gen: Out of the Ashes*, Keiji Nakazawa (Project Gen)
- *Blaming Others: Prejudice, Race and Worldwide AIDS*, Renee Sabatier, the Panos Institute
- *Breaking Ranks*, Melissa Everett
- *Dumbing Us Down: The Hidden Curriculum of Compulsory Schooling*, John Taylor Gatto
- *Economics as If the Earth Really Mattered: A Catalyst Guide to Socially Conscious Investing*, Susan Meeker-Lowry
- *The Facilitator's Guide to Participatory Decision-Making*, Sam Kaner et al, Community at Work

- *Fear at Work: Job Blackmail, Labor and the Environment*, Richard Kazis & Richard Grossman
- *Grassroots and Nonprofit Leadership: A Guide for Organizations in Changing Times*, George Lakey, Berit Lakey, Rod Napier, Janice Robinson
- *The Green Alternative: Creating an Ecological Future*, Brian Tokar
- *Interest and Inflation Free Money*, Margrit Kennedy (Seva International)
- *Invested in the Common Good*, Susan Meeker-Lowry
- *Keeping the Peace: Practicing Cooperation and Conflict-Resolution with Preschoolers*, Susanne Wichert
- *Listening for a Change: Oral Testimony and Community Development*, (Panos Institute)
- *Playing with Fire: Creative Conflict Resolution for Young Adults*, Fiona Macbeth & Nic Fine (LEAP/Leaveners)
- *The Next Generation: Third World Children and the Future*, Judith Ennew & Brian Milne (Zed)
- *The Perfect Machine: Television and the Bomb*, Joyce Nelson (Between the Lines)
- *Pioneers of Change: Living Experiments for a Humane Future*, Jeremy Seabrook (Zed)
- *The Power of the People: Active Nonviolence in the United States*, Robert Cooney & Helen Michalowski, editors
- *Pride Against Prejudice: Transforming Attitudes Toward Disability*, Jenny Morris (Women's Press)
- *Questioning Technology*, Alice Carnes & John Zerzan (Freedom Press)
- *Reclaiming Our Cities and Towns: Better Living with Less Traffic*, David Engwicht (Envirobook)
- *Teaching Young Children in Violent Times: Building a Peaceable Classroom*, Diane Levin (ESR)
- *We Build the Road as We Travel: Mondragon, A Cooperative Social System*, Roy Morrison
- *We Gave Away a Fortune*, Christopher Mogil & Anne Slepian
- *When Workers Decide: Workplace Democracy Takes Root in North America*, Len Krimerman & Frank Lindenfeld
- *Who's Calling the Shots? How to Deal Effectively with Children's Fascination with War Play and War Toys*, Nancy Carlsson- Paige and Diane E. Levin
- *Writings on Civil Disobedience and Nonviolence* (revised edition with introduction), Leo Tolstoy

*Last updated August 2019*