

VITA
EMAIL kdarmstrong@anderson.edu

EDUCATION

Ph.D. Northwestern University, Evanston, Illinois, 1985
Major Field: Strategic Planning
Minor Field: Labor Relations

Dissertation: The Effect of Power on the Role of the Governing Board in the Governance of the Private Colleges & Universities of Illinois

MBA Central Michigan University, Mt. Pleasant, Michigan, 1968
Emphasis: Management

B.S. Olivet Nazarene University, Kankakee, Illinois, 1966
Major: Business Administration
Minors: Music, Psychology, Economics

CURRENT TEACHING ASSIGNMENTS

Anderson University	Conceptual Foundations of Management Leading Organizational Change	DBA MBA
George Fox University	Foundations of Management & Leadership	DBA
Point Loma University	Management in a Changing Environment Developing a Strategic Plan (Capstone)	MBA online MSOL

**POINT LOMA UNIVERSITY:
2017-18**

- Full time visiting professor in the Fermanian School of Business teaching undergrad as well as daytime, evening and online MBA students.

2011-2012, 2013-14: Interim Dean, Fermanian School of Business

- Led Search Committee in successful search for new Dean of the Fermanian School of Business
- Initiated full undergraduate curricular review involving establishing a common business CORE for all majors, moving from four to three hour courses and moving from concentrations to majors
- Developed and obtained preliminary approval for a one-year, full-time MBA program
- Streamlined efficiency in current professional MBA program.
- Developed and gained approval for the first “profit center” graduate program at the University

EASTERN NAZARENE COLLEGE

**Business Department Consultant, Acting Department Chair,
Department of Business and**

Mentor to New Chair: 2012 -- 2014

- Responsible for leading full curricular review for the Department of Business
- Assist in developing plan for a closer working relationship between the Department of Business and the School of Adult and Graduate Studies
- Developed a marketing plan to grow the Department of Business

ANDERSON UNIVERSITY: 2010 – 2011

- Half Time faculty in the Falls School of Business teaching both undergrad, MBA and DBA courses in Strategy and Management

GEORGE FOX UNIVERSITY: 2008 - 2010

Dean, School of Business:

- The George Fox School of Business offers undergraduate, MBA and doctoral programs in business to over 500 students.
- Undergraduate program has been expended and totally revised from 3 majors to 7 majors
- Full Time MBA program has been initiated, with joint enrollment of Chinese and American students
- Post-MBA concentrations in finance, strategy and Strategic HRM have been approved
- Undergraduate 2+2 program with Guangdong University has been approved and started
- Accreditation candidacy has been granted with a goal of becoming fully accredited by ACBSP in 2011
- Doctoral program has been revised from a D.Mgt. to a DBA program
- Full-time faculty has increased by 50%

ANDERSON UNIVERSITY: 1990 to 2008

Professor of Management 1990 – 2008

Courses taught:

- | | |
|--|-------------------|
| ▪ Strategic Management | Undergrad and MBA |
| ▪ Global Business | Undergrad and MBA |
| ▪ Principles of Management | Undergrad |
| ▪ Ethics Seminar | MBA |
| ▪ International Management | MBA |
| ▪ Leadership Seminar | MBA |
| ▪ Conceptual Foundations of Management | DBA |
| ▪ Dissertation Advisor | DBA |

Dean, College of Professional Studies – 1995-2000

College of Professional Studies included the School of Business, School of Education, School of Nursing, Department of Computer Science. The four academic departments housed 35 full time faculty and well over 700 undergraduate majors and over 200 graduate students. These four academic areas generated over 6000 credit hours.

The Chairs of each of these four areas report directly to the Dean of the College of Professional Studies. In addition, the Dean is responsible for faculty recruiting and evaluation, budgeting, program initiatives and other various tasks necessary to the functioning and future planning for the College and the University as a whole.

Dean, School of Business – 1991-2003

This position involves direct responsibility for managing the School of Business. Accomplishments include:

- Full accreditation of the Business School for both undergrad and MBA programs by the Association of Collegiate Business Schools and Programs (ACBSP).
- MBA program started and grown to 175 students at 4 sites.
- Master of Accountancy program initiated in fall of 2000.
- DBA program started in summer of 2001
- Full time faculty increased from 8 to 16.
- Number of doctorates increased from 2 to 10.
- Undergraduate curriculum totally revised and expanded twice.
- The School was named the Falls School of Business...the first named school in the university's history.
- The Falls School of Business was named as the #1 evangelical Christian business school by business deans at Christian Colleges and Universities in Business Reform magazine in the fall of 2003.

OTHER HIGHER ED EXPERIENCE

1976-90	Olivet Nazarene University Positions: Assistant, Associate and Full Professor Chair, Division of Business & Home Economics Chair, Department of Business & Economics
1975-76	Eastern Nazarene College Positions: Associate Professor Chair, Department of Economics & Business
1972-75	Olivet Nazarene University Position: Assistant Professor of Business

EXPERIENCE PRIOR TO HIGHER ED

1968-72 Dow Corning Corporation, Midland, MI
 Positions: Supervisor of International Accounting Services
 Supervised offices and staff in Japan, Australia, The
 Bahamas and Midland, MI.
 Staff Accountant

PROFESSIONAL MEMBERSHIPS

- | | |
|-------------------|--|
| CBFA | Christian Business Faculty Association. <ul style="list-style-type: none"> • One of the founders in 1985 of this international professional association of Christian business faculty members. Served on Board of Directors on two different occasions. Served as Chair of the Board on two separate occasions. • Received the Chewning Award, the highest award given by the CBFA, in 2002. |
| ACBSP | Association of Collegiate Business Schools and Programs
(an international collegiate business accrediting agency) <ul style="list-style-type: none"> • Past Chair of the Board of Commissioners of Baccalaureate//Graduate Degree Programs. • Past member of the Board of Directors for 6 years, including positions as secretary, president-elect and president of the Board. |
| Delta Mu
Delta | Past member of the National Executive Council of this national business honor society. |

PAPERS PRESENTED

“Commitment to Calling.” Keynote Address at Closing Banquet of the Christian Business Faculty Association, October, 2017

“Salt and Light: A Paradigm for the Christian Business Program Revisited,” with Dr. Mike Wiese. Presentation at the Christian Business Faculty Association Annual Conference, Canton, OH, October 5, 1995.

“Developing and Implementing an Outcomes Assessment Program,” Presentation at the 1994 Fall Seminar of the Association of Collegiate Business Schools and Programs, Chicago, IL, October 13, 1994.

“Generational Age Continuums as Trigger Criteria for Organizational Change,” with Dr. Brad Sago. Presented at the ACBSP Annual Conference in Orlando, Florida, June, 1995.

“The Basis for Business Decisions in Russia,” with Dr. Dennis Proffitt and Prof. Alec Hill, J.D. Presentation for the 1991 Christian Business Faculty Association national conference in San Diego, CA, November 2, 1991.

“The Need for Strategic Thinking in a Transitional Economy.” Presentation for Russian business faculty members from five Russian universities in Moscow, Russia, September 4, 1991.

“Salt and Light: A Paradigm for the Christian Business Program,” with Dr. Mike Wiese. Presentation for the Centennial Symposium on the Role of Church-Related Colleges: Role and Effect, October 18, 1990, Hardin Simmons University, Abilene, Texas.

PUBLICATIONS

“Distinctiveness in Christian Business Education: a Call for Faculty Educational Entrepreneurship,” co-authored with Dr. Mick Wiese of Anderson University and Dr. Todd Erickson of Trinity Western University. Christian Business Academy Review, Vol. 1, No. 1, Spring, 2006.

“Insights into the Behavior of Russian Managers,” co-authored with Dr. Dennis Proffitt of Grand Canyon University and Prof. Alec Hill, J.D. of Seattle Pacific University. Business Forum, winter, 1996.

“Generational Age Continuums as Trigger Criteria for Organizational Change,” co-authored with Dr. Brad Sago. ACBSP Seventh Annual Conference Proceedings, Overland Park, KS, 1995.

“Salt and Light: A Paradigm for the Christian Business Program,” co-authored with Dr. Mike Wiese. Faculty Dialogue, Winter, 1992.

“British Leyland,” A business Policy Case prepared under the direction of Professor Thomas J. McNichols. Published in Policymaking and Executive Action, Thomas J. McNichols, 6th ed., McGraw-Hill Book Company, New York, New York, 1983.

PROFESSIONAL SERVICE & GROWTH ACTIVITIES

2018 Chaired ACBSP Evaluation Team for Anderson University, South Carolina

2017 Chaired ACBSP Evaluation Team for Oral Roberts University, Oklahoma

2015-

2017 Served as Consultant and Mentor to the Fermanian School of Business, Point Loma Nazarene University

2016 Chaired ACBSP Evaluation Team for Keiser University

2015 Chaired ACBSP Evaluation Team for Morrisville State College
 Chaired ACBSP Evaluation Team for Central State University

- 2014** Chaired ACBSP Evaluation Team for Miles College
- 2013** Chaired ACBSP Evaluation Team for Park University
- 2012** Chaired ACBSP Evaluation Team for the School of Business at Southern Oregon University
- 2010** ACBSP Mentor for Northwest University, Kirkland University
- 2010** ACBSP Mentor for City University of Seattle
- 2010** Chaired ACBSP reaffirmation team to Nebraska Wesleyan University
- 2005-2013** Member of faculty for the International Business Institute (IBI). This is a 10 week summer program for American Christian college students. Students spend 10 weeks in Europe studying, visiting multinational companies and observing the culture. I have taught the 3-hour Global Strategy course for the last 12 years.
- 2009** Chaired ACBSP Evaluation Team for the School of Business at the University of Puerto Rico at Ponce.
- 2009** Currently serving as an ACBSP mentor to Northwest University in Washington.
- 2007** - Completed Faculty Development Seminar in International Business at University of South Carolina Moore School of Business Executive Education
- Chaired ACBSP evaluation team for the School of Business at Texas Christian University
- 2006** Chaired ACBSP evaluation team for the School of Business at Universidad Argentina de la Empresa
- 2005** Chaired ACBSP evaluation team for the School of Business at Oklahoma Baptist University
- 2004** - Chaired ACBSP evaluation team for the School of Business at Oklahoma Christian University
- Consultant for School of Business at Northwest University, Kirkland, WA
- Consultant and Leadership Coach: School of Business, Point Loma Nazarene University, San Diego, CA
- 2002** Guest lecturer in London on strategic planning for the Northwest Nazarene University MBA program.
- 1999** Chaired evaluation team for ACBSP for the School of Business at Southwest Baptist University
- 1999** Guest lecturer in Mexico on strategic planning for the Northwest Nazarene

University MBA program.

- 1998** Guest lecturer in Mexico on strategic planning for the Northwest Nazarene University MBA program.
- 1996**
- Program reviewer for Department of Business, Point Loma Nazarene College, November, 1996
 - Part of five person team of faculty members from Coalition of Christian Colleges & Universities who spent two weeks in Beijing, China. We held management seminars for chief executives of state-owned enterprises in the morning and for Chinese business faculty in the afternoon.
- 1995**
- Member of three person team selected to work with the Chinese State Bureau of Foreign Experts and the Beijing Institute of Technology to conduct a feasibility study and develop a long range plan for the establishment of a “world-class” MBA program at the Beijing Institute of Technology. Spent two weeks in China.
 - Selected as ongoing consultant and program reviewer by the Department of Business at Northwest Nazarene College.
- 1994** - Consultant to Malone College Graduate School and undergraduate Department of Administrative Science, 1993-94.
- 1993** - Assisted in designing and conducting major management development and training program for St. John’s Health Care Corporation and its 1400 employees, 1992-93.
- 1992**
- Strategic Planning Consultant, Greenwalt Development Inc., Greenfield, IN
 - Facilitator for Church Planning Retreat, Park Place Church of God, Anderson, IN.
 - Spent two weeks in Russia as part of “The Russian Initiative Team” sponsored by the Coalition of Christian Colleges & Universities and the Russian Republic Ministry of Science and Education. Worked closely with about 30 Russian colleagues and 11 American faculty members to develop an MBA curriculum for Russia and prepare Russian faculty to teach in the program.
- 1991**
- Selected to be part of “The Russian Initiative Team” by the Coalition of Christian Colleges and Universities. Spent three weeks in Russia and authored the workbook to be used in conjunction with the Strategic Planning course.
 - Reviewer for Hill/Jones Strategic Planning text.
 - Chair of ACBSP evaluation teams for Norwich University and Rosary College, 1991-92.
 - Strategic Planning Consultant, Northwest Nazarene College Business Department, Nampa, Idaho

INSTITUTIONAL SERVICE

Committees:

- University Budget Committee
- Faculty Development Committee
- Enrollment Management Cabinet
- Strategic Planning Committee
- Deans' Cabinet
- Adult Bachelor's Program Committee
- Promotion & Tenure Committee
- Graduate Studies Commission

Additional institutional services performed and committee memberships
(including Anderson University and Olivet Nazarene University)

- Developed and initiated MBA programs at both ONU and AU
- Assisted in developing M.Ed. program at AU
- Academic Affairs Commission - ONU
- Intercollegiate Athletic Board - ONU
- Graduate Affairs Commission - ONU
- Radio Committee - ONU
- General Education Sub-Committee - ONU
- University-Wide Ad-Hoc Marketing Committee - ONU
- Academic Dean Search Committee - ONU
- Class sponsor- all four years - for ONU class of 1990
- Spoken in chapel several times, at student devotionals, and to many
 - groups of "Visit Day" prospective students - ONU and AU

PROFESSIONALLY RELATED COMMUNITY ACTIVITIES

- Chairperson, Board of Directors of The Pastors Institute, 1998-2002
- Board of Directors, Anderson Visiting Nurse Health Care, 1999-2002
- Board of Directors, Junior Achievement of Madison County, 1991-93
- Board of Directors, PROCARE Rehabilitation Services, Inc., 1990-1994
- Rotary Club, 1992-1998
- Chairman, Board of Directors of United Developmental Services. This is a social service agency serving the mentally and physically handicapped children and adults of Kankakee County. 1986-90
- Board of Directors, St. Mary's Hospital, Kankakee, Illinois. Budget - \$60+ million. 1989-90
- Finance Committee, St. Mary's Hospital, Kankakee, Illinois. 1988-90
- Chair, Business Education Committee of North Central Evaluation Team for
 - Kankakee High School, 1989
- Member, Leadership Task Force, Kankakee Area Chamber of Commerce, 1989

CHURCH ACTIVITIES

- Minister of Music for 30 years. Resigned (retired) from last position in April, 1996. Served the following Nazarene congregations:

<u>Years</u>	<u>Church</u>	<u>Pastors</u>
1991-96	Westside Nazarene Indianapolis, IN	Michael Ross J.K. Warrick
1976-90	Chicago First Church Chicago, IL	Dick Young R.J. Cerrato
1975-76	Quincy Nazarene Quincy, MA	Al Truesdale
1972-76	Chicago First Church	R.J. Cerrato
1966-72	Saginaw First Church Saginaw, MI	Bruce Petersen Eldon Schram Paul Moore

- Currently a part of the Church at the Crossing congregation of the Church of God of Anderson, IN.
 - Board of Elders, 2001-2005
 - Sunday School Teacher, 2000-present
 - Worship Leader, Traditional Service, 2006-2008

FAMILY AND PERSONAL INFORMATION

- Married to Audrey for 51+ years. Audrey is a trained “teacher-leader” for Reading Recovery, and is retired from Anderson Public Schools
- Two daughters: Shelly & Rhonda
- Three wonderful grandchildren: Haley, Cassidy and Rafa
- Two great sons-in-law: Kevin & Thomas
- One dog: Muffin
- Health: Good