Michael S. Garmon, Ph.D.

Teaching Philosophy

Many summers ago (1989), I completed two distance-education courses – one in Auditing, and the other in Strategic Management – at the Louisiana State University (LSU). Both courses were – bar none – the most time-consuming and challenging courses I had taken within my undergraduate Accounting degree. I recall spending (what seemed then to be) endless days reading, reflecting, and writing under the cover of a backyard apple tree. To this day, I am awed when I reflect on those two courses – and this not only because they were enormously challenging, educational, and memorable, but because these courses were predecessors to the online environment that has become so prevalent – and acceptable – today. In those days, the notion of "distance-education" was not only frowned upon – most rejected it outright.

I graduate with a BSBA—Accounting degree. Most of the credits taken in my BSBA were transferred in from attendance at the Indiana University of Pennsylvania (IUP) and the Louisiana State University (LSU). Not long after my graduation, I completed a State finance/accounting examination in pursuit of an accounting or auditing position for the Commonwealth of Pennsylvania. As it turned out, my score on the examination was the highest of all 10 counties to which I applied (except for one). I raise this here not to boast, but to underscore the importance – and the value – of online education. At the time, many individuals demeaned my education, as some of my accounting courses were completed through distance education (I use the term “distance education” because, while we used the same textbooks that were used in traditional, brick-and-mortar universities, the internet had not yet been "born" – and so “online” universities did not yet exist; in fact, my tests were proctored, or I wrote papers which were mailed to my instructors). The extent of my “distance education” notwithstanding, I have nevertheless been immensely successful throughout my career: I have held executive positions – I was the CFO (and later Deputy Administrator) in a $100M governmental organization, and I was also a Divisional CFO and COO in a $1.5B national health care organization.

The point here is that your career success is not rooted in whether you have attended a traditional university or an online university (or even both); it is rooted in the effort that you have put into learning, and most importantly, on how you have learned to *apply* all that you have learned. Following your graduation, success is determined by your motivation, by your willingness to adapt, and by your willingness to respect and be kind to people – no matter their place in the organization! – and by your willingness to *develop other leaders*. These are the things that real leaders do. They share what they know, they teach others, and they do themselves. They are servants to others.

It would have been impossible to complete my Ph.D. had an accredited, non-traditional program been unavailable to me; indeed, I spent the greater part of the last two years of my doctoral program writing my dissertation on coast-to-coast flights. My experience as a student in the distance learning (now "online") education arena has convinced me that the learning process is unbounded by place -- and by person and time. Importantly, I have learned that knowledge is rooted in interaction -- knowledge is not something people carry around in their heads. Bente Elkjaer has said that knowledge is not a thing – rather, knowledge is a *process*, it is something that people *do* together. It is through the interaction between people -- through the relationships that people have with one another -- that existing knowledge is changed, and new knowledge is created.

And it goes without saying that the preponderance of relationships do not take place within the walls of learning institutions, but *outside* of them. Since the birth of the university in the Middle Ages, it has taken human beings a surprisingly long time to come to an understanding of what is, in truth, strikingly obvious: People do just fine learning -- and they do just fine learning *wherever they are*.

education

* **Ph.D.** in Business Administration

# Touro University International, Cypress, CA ◼ 2004

**Dissertation**: “The Relationship between Organizational Learning, Culture, Image, Identity, and Identification: An Empirical Study”

* **Master of Arts** in Organization Management

**University of Phoenix**, Phoenix, AZ ◼ 1995

**Thesis**: “A Research Study Designed to Study the Extent to Which a Training Program Might Increase the Knowledge of Public Mental Health System Employees Concerning Mental Health Data Systems and How Such Data Systems are Related to the Public Mental Health Strategic Planning Process”

* **Bachelor of Science** in Business Administration

**Thomas A. Edison State College**, Newark, NJ ◼ 1989

**Area of Concentration**: Accounting

* **American Public University (APU)**, 2010-2012. Completed 18 credits toward M.A. in Humanities degree (graduate coursework in literature, philosophy, and history).

teaching experience

**Department Chair, Management and Leadership Studies,** *Trident University,* July, 2016 to Present

* Responsibilities: Proud member of the Trident University International team (and alumnus of the doctoral program). Responsible for oversight of undergraduate and graduate management and leadership courses in the Glenn R. Jones College of Business. Provide administrative and content-related assistance to part-time/ adjunct and full-time faculty team, with the ultimate goal of ensuring that graduate and undergraduate students alike will enjoy the highest-quality education and will have the most rewarding learning experience that can be had in an online educational environment (and that may be completed in full from anywhere in the world!). Develop management and leadership courses (undergraduate and graduate programs).
* Service:
  + Voting member of the university's Curriculum Committee.

**Faculty Lead,** *Trident University,* October, 2014 to June, 2016

* Responsibilities: Responsible for oversight of the work of sixteen (16) part-time/ adjunct faculty. Complete interim (informal) and annual (formal) performance evaluations. Hire and train adjunct faculty. Set up courses each session. Develop standard Welcome, Expectations, and Academic Honesty letters purposed to guide the work of adjunct faculty, assist in assignment of courses to adjunct faculty, set up on-line classrooms/ sections, monitor faculty teaching activity. Finalize end-of-session grading for all courses/ sections. Handle student complaints and grade appeals as needed. Teach and maintain courses in the General M.B.A. program, to include Business Ethics, Strategic Management (M.B.A. capstone), Logistics, Criminal Justice, Operations Management, and Business Analytics and Decision Making. Programmed new on-line simulation and developed assignments for BUS599 (presently on teach-out). Have previously taught coursework in the M.S. in Leadership program (developed and taught MSL capstone course and course in “Strategy and Leadership”). Taught Data Analytics (Ph.D. program). Serve as a point-of-contact for doctoral students requiring assistance in the use of Structural Equation Modeling (SEM) within their dissertations.
* Service:
  + Appointed to Curriculum Committee (April 2016)
  + Chair of Academic Policy Committee (APC); and
  + Secretary of Strategy Workgroup.
* Select Accomplishments:
  + Mentored 78 graduate students (i.e., student transfers from another university) from October 2015 through February 2016.
  + As Chair of APC (September 2013 through September 2014), led 6-member committee responsible for enacting changes in twelve (12) key university policies related to course extensions, grade appeal process, student course participation requirements, etc. Assisted with implementation of administrative processes associated with approved policies. Additional policies passed included admission requirements,
  + Assisted in development of M.S. Leadership program. Participated on three-person team responsible for development of WASC-approved graduate degree. Developed LED560: Strategy and Leadership and LED599: MSL capstone courses.
  + Participated on university team appointed to the planning and development of Key Performance Indicators, purposed to monitor key faculty metrics, e.g., assignment grading times, ungraded assignments (backlogs), etc.
  + Completed conversion of twelve (12) MBA program courses from 6-module to 4-module format.
  + Completed conversion of three (3) Learning Object Repository (LOR) courses in the MBA program (i.e., conversion from one to four versions of each course: ETH501, BUS520, and MGT599. Developed new templates and programmed four (4) on-line simulations to be used in the MBA capstone course (MGT599).

**Professor,** *Trident University*, January 2009 to October 2014

* Teach, and develop/maintain M.B.A. coursework (M.B.A. Capstone, Business Ethics, Strategic Management, among others). Presently chair university’s Academics Policy Committee (APC). Recently participated on three-person committee responsible for development of Masters of Science in Leadership program. Actively serve as committee chair and committee member for several Ph.D. candidates. Most recently taught course in Data Analysis (Ph.D. program), and have taught additional graduate coursework in Strategic Finance, Accounting, Organizational Management, and Human Resources Management.

**Core Professor/Doctoral Faculty Mentor,** *Trident University*, September 2004 to January, 2009

* Taught undergraduate and graduate coursework in Finance, Accounting, Business Ethics, Customer Relationship Management, Supply Chain Management, Human Resource Management, Legal Aspects of Human Resources Management, Advanced Topics in Human Resources Management, English, History, Philosophy, and Political Science. Served as committee member for several doctoral students.

WorK experience

# Garmon Homes, LLC (2016 – Present). President and CEO of Garmon Homes. [www.garmonhomes.com](http://www.garmonhomes.com)

* New home construction; new modular home sales.
* Craning, setting, final trimming.

# Garmon Consulting LLC (2009-2012)

# Contracted healthcare consulting. Worked with private-sector clients and state governments.

# Vice President, Product Development, Health & Wellness, *ValueOptions, Inc.,* Norfolk, VA, January, 2008 to February, 2010

* Key member of the National Product Development Team (PDT) for conceptual and technical design of new Public Sector and Commercial health and wellness (H&W) products, with primary focus on clinical and administrative aspects of new product development (e.g., information systems, human resources, clinical operations, reporting and analysis, pricing, marketing).
* Coordinate with other members of the PDT in the development of specific program design – i.e., creates integrated process workflows, guidelines, and working protocols. Assist in creating key infrastructure and determining required resources. Integrate decision-making tools with clinical and health and wellness capabilities.
* Assist in “build/buy” decisions. Perform due diligence of software, program content, and/or data mining and reporting capabilities – external to the organization – that might be usefully integrated with new H&W products. Coordinate with staff responsible for other key programs – e.g., web-enabled solutions, lifestyle coaching, etc. – relative to integration of such internal programs into the organization’s H&W products and sub-products.
* Serve as a consultative resource for implementation team during new program implementations, assisting staff relative to administrative and operational concerns affecting the program (pricing, required resources, client concerns, training requirements, etc). Develop training materials, train clinical staff of new H&W programs.
* Oversee organization’s predictive modeling capabilities – including vendor contracting process, software application deployment and development, operations, algorithmic and business rules development, analyses, and use of predictive model in active H&W programs.
* Responsible as subject matter expert for marketing, proposals, and sales materials relating to organization’s H&W programs.

# Vice President, Outcomes/Research and Integrated Care, *ValueOptions, Inc.,* Norfolk, VA, 2005-January, 2008

* Responsible for development of new integrated care product – including development of clinical and administrative workflows, program documentation, pricing, and sales presentation content.
* Responsible for development of the organization’s stand-alone predictive modeling capabilities.
* Responsible for establishing the research and outcomes agenda for all commercial (i.e., employer and health plan) and public sector business.
* Extensive presentation responsibilities – current and prospective clients.
* Completed research study and co-authored two peer-reviewed journal articles in concert with Harvard Medical School faculty.

Select Accomplishments

* Executive business owner of major new product suite – developed over a one-year period (*Mind-Body Health Solutions* product suite).
* Oversaw development of key training materials, operational procedures, trained various departments (Sales, Operations, Account Management).
* Expert in areas of integrated physical/behavioral health care and health care outcomes/research.
* Co-presented at National Managed Health Care Conference (NMHCC), Washington, D.C., 2006.
* Appointed by company as an Advisory Board member for the Institute for Value-Based Benefits (IVB), a consortium of national pharmaceutical companies. Served on IVB’s Research Advisory Committee.
* Served as Executive Business Owner of clinical system development purposed to support new products.

# Chief Operating Officer, Health Plan Division *ValueOptions, Inc*., Norfolk, VA, 2005-2007

* Organized and synchronized all divisional strategic planning, customer service, and clinical operations, human resources, claims processing, information technology, data management and analysis, and network strategies.
* Centralized all divisional reporting and front-line customer service functions.
* Restructured and managed national provider relations and contracting functions (~70,000 providers).
* Responsible for all new health plan business implementations and de-implementations.
* Served as interim Service Center Vice President post-turnover, assuming all clinical, operations, and financial responsibilities for local call centers.

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# Chief Financial Officer, Health Plan Division, *ValueOptions, Inc.,* Norfolk, VA, 2002-2005

* Key member of three-person executive team responsible for creating and implementing a new divisional structure dedicated exclusively to commercial health plan business (~700 employees, $170M revenue).
* Responsible for all financial, information technology, audit, and reporting functions, inclusive of oversight of Service Center and Divisional revenue, expense, and capital budgets, expense variance analysis, claims lag analysis, IBNR estimates, and underwriting.
* Significant responsibility for financial turnaround of two large health plan contracts ($80M in revenue combined).
* Performed extensive due diligence of potential business acquisitions, developed pro forma statements for potential investors.

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**Director of Finance and Operations**, *ValueOptions, Inc*., Norfolk, VA, 2000-2002

* Accountable for financial and operational oversight of multiple Service Centers (both public sector and commercial), including Pennsylvania, Massachusetts, North Carolina, Virginia, Florida, Missouri, Michigan, New Mexico, and California.
* Served as interim CFO in local turnover situations.
* Resolved several state audits and assumed lead role in securing a retroactive rate increase of $8M for full-risk business.
* Developed forecasting models used on a national basis.
* Worked extensively with State Departments of Insurances relating to financial concerns (e.g., statutory financial requirements, annual filings, etc).

**Chief Financial Officer**, *Value Behavioral Health of Pennsylvania, Inc.,* Trafford, PA, 1998-2000

* Responsible for all financial and human resources functions of Medicaid managed health care organization start-up (100+ employees, $75M+ annual revenue).
* Supervised budgeting process, budget variance analysis, claims lag analyses, IBNR, Risk-Based Capital cash equity reserves, performance bonds, letters of credit, individual and aggregate reinsurances.
* Successfully negotiated release of extensive cash reserves requirements with Department of Insurance.

**Deputy Administrator**; **Chief Fiscal Officer; Mental Health Program Specialist**; *Westmoreland County Mental Health/Mental Retardation Program,* Greensburg, PA 1990-1998

* Planned, developed, implemented, and monitored public mental health (MH) and mental retardation (MR) programs having a gross annual budget exceeding $50 million.
* Coordinated clinical MH and MR program operations with those of the Fiscal Department, and ensured optimal program quality, cost effectiveness, and compliance with applicable laws and regulations.
* Supervised staff formulation of annual plans, budgeting and programming processes, and contractual negotiations.
* Led an 8-member multi-county subcommittee responsible for performing due diligence of administrative, legal, and financial activities of prospective behavioral health MCO partner.
* Started up multiple programs, inclusive of Family-Based MH Services, Child and Adolescent Residential Treatment, Behavioral Health Rehabilitation Services, Telephonic and Residential Crisis Services, and Intensive Case Management.
* Member of Pharmacy and Therapeutics Review Committee (PTRC).

Publications and Papers

* Labrie, R.A., LaPlante, D. A., Peller, A.J., Christensen, D.E., Greenwood, K.L., Straus, J.H.,...Shaffer, H.J. (2007).The interdependence of behavioral and somatic health: Implications for conceptualizing health and measuring treatment outcomes. *International Journal of Integrated Care,* *7*(16), 1-11.
* Labrie, R.A., Browne, C., Christensen, D.E., Greenwood, K.L., Straus, J.H., Garmon, M.S.,...Shaffer, H.J. (2007). Implementation of a consumer-directed approach in behavioral health care: Problems and prospects. *Psychiatric Services*, *58*(3), 300-302.
* Garmon, M.S., & Greenwood, K.L. “The Integration of a Behavioral Health Lifestyle Focus with Physical Health Disease Management Programs.” National Managed Health Care Congress (NMHCC). Washington, D.C. 22 May 2006.
* *Essays for a rainy day.* (2012). 328 pp., unedited edition in publication (ISBN: 978-1-105-64485-6).
* *Step into the Solemn* (1980). Poetry volume, self-published (ISBN: 978-0-557-11056-8).