# Nicholas N. Bowersox, Ph.D.

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## Profile

Dr. Nicholas Bowersox is currently an Operations Research Analyst for the Department of Defense, United States Air Force, Wright Patterson Air Force Base, OH. In this role, he provides statistical and mathematical analyses to analyze the Department of Defense Supply Chain. Additionally, Nicholas is quite active in the academic arena. He has been a college professor for nearly a decade both teaching and developing courses from the doctoral to undergraduate level in a wide variety of areas such as general management, leadership, strategic management, business policy, organizational behavior, human resources, knowledge/information management, business ethics, business statistics, and algebra. He has taught both traditionally and online to students of all types, including both military and civilian, as well as traditional and adult learners in accelerated learning formats. He is familiar with various learning platforms including Blackboard, Moodle, Sakai, e-College, and Canvas. Nicholas has also served on dissertation and theses committees. Furthermore, he has presented at conferences, both international and within the United States, as well as having published his research. Dr. Bowersox is also active in several professional societies in both the management and statistical science areas.

## Education

### Degrees

Doctor of Philosophy – Business Administration

Trident University, Cypress, CA, 2012

*Dissertation - The Effects of Technology Acceptance as a Mediating Variable between Leadership Styles and Knowledge Management*

Master of Science – Management

Minot State University, Minot, ND, 2006

Master of Business Administration – Emphasis in Organizational Development

Upper Iowa University, Fayette, IA, 2004

Bachelor of Science – Mathematics (Minor: Applied Statistics)

Chadron State College, Chadron, NE, 2014 - Present

Bachelor of Science – Business w/dual majors in Financial Services and Human Resource Management (Minor: Management)

Wright State University, Dayton, OH, 2000

### Certificates

Data Analytics Certificate

Oregon State University, Corvallis, OR, 2016 – Present

*Courses – Foundations of Data Analytics (A)*

SAS Programming Certificate

University of California San Diego, San Diego, CA, 2014 – Present

*Courses – SAS Programming I (A), SAS Programming II (A+)*

Biostatistics Certificate

University of California San Diego, San Diego, CA, 2014 – Present

*Courses – Clinical Biostatistics (A+), SAS Programming I (A)*

## Awards and Recognitions

* Promoted to Virtual Faculty (from Adjunct Faculty), University of Northwestern Ohio, 2015
* Delivered Faculty Welcome Address, Park University Commencement, 2014
* Awarded Outstanding Faculty of the Year, Park University, 2014
* Graduated with honors (3.818 GPA), Trident University, 2012
* Promoted to Visiting Faculty II (from Adjunct Professor), DeVry University, 2011
* Minot State University Graduate School Citation for Excellence Award, 2007
* Graduated with honors (3.90 GPA), Minot State University, 2006
* Graduated with honors (4.00 GPA), Upper Iowa University, 2004
* Accepted into Sigma Iota Epsilon, Epsilon Lambda (an honorary management fraternity for students and professionals), 2000
* Wright State University Raj Soin College of Business Dean’s List, 2000, 1999, 1998
* The National Dean’s List, 1999
* Wright State University Charles H. Hewitt Memorial Scholarship, 1996
* Perrill Woods Memorial Scholarship, 1996
* Systems Research Laboratories Scholarship, 1996

## Teaching & Course Development Experience

Key: ^course developed, \*\* taught traditionally, \*\*\* taught online, \*\*\*\* taught both traditionally & online

### University of Northwestern Ohio, May, 2014 – Present, Promoted to Virtual Faculty in 2015

* MBA 655, Executive Leadership, Graduate (Taught 2 times)\*\*\*
* MBA 640, Quantitative Analysis for Management, Graduate (Taught 1 time)\*\*\*
* MBA 585, Finance for Managers, Graduate (Taught 2 times)\*\*\*
* MH 420, Quantitative Methods, Undergraduate (Taught 1 time)\*\*\*
* MH 350, Statistics, Undergraduate (Taught 3 times)\*\*\*
* MH 190, Algebra, Undergraduate (Taught 1 time)\*\*\*
* MH 169, Business Math, Undergraduate (Taught 1 time)\*\*\*
* MA 440, Project Management, Undergraduate (Taught 1 time)\*\*\*
* MA 340, Leadership, Undergraduate (Taught 1 time)\*\*\*
* FI 410, Investments, Undergraduate (Taught 3 times)\*\*\*
* FI 400, Financial Management, Undergraduate (Taught 2 times)\*\*\*
* EC 235, Microeconomics, Undergraduate (Taught 1 time)\*\*\*
* BU 490, Business Capstone (Bachelor), Undergraduate (Taught 8 times)\*\*\*
* BU 305, Economics, Accounting, & Finance for the Specialized Studies, Undergraduate (Taught 3 times)\*\*\*
* BU 292, Business Capstone (Associate), Undergraduate (Taught 8 times)\*\*\*
* BU 120, Introduction to Business, Undergraduate (Taught 1 time)\*\*\*

### Ottawa University, Sept, 2012 – Present

* BUS 7713, Quality Systems, Graduate (Taught 1 time)\*\*\*
* BUS 7018, Corporate Strategy, Graduate (Taught 2 times)\*\*\*
* MAT 32044, Inferential Statistics (Mathematical Statistics I), Undergraduate (Taught 1 time)\*\*\*
* OAD 31664, Business Ethics, Undergraduate (Taught 1 time)\*\*\*
* OAD 31564, Quantitative Methods in Business, Undergraduate (Taught 1 time)\*\*\*
* OAD 30763, Business Statistics, Undergraduate (Taught 12 times)\*\*\*
* OAD 30563, Management, Undergraduate (Taught 4 times)\*\*\*

### Park University, Oct, 2010 – Present

* MG 495, Strategic Management & Business Policy (Capstone), Undergraduate (Taught 7 times)^\*\*
* MG 371, Management & Organizational Behavior, Undergraduate (Taught 1 time)^\*\*
* MG 365, Organizational Behavior, Undergraduate (Taught 5 times)^\*\*
* MG 352, Principles of Management, Undergraduate (Taught 3 times)^\*\*
* MA 125, Intermediate Algebra, Undergraduate (Taught 1 time)^\*\*
* MA 120, Basic Concepts of Statistics, Undergraduate (Taught 5 times)^\*\*
* HR 422, Organizational Development & Change, Undergraduate (Taught 3 times)^\*\*
* HR 355, Planning & Staffing, Undergraduate (Taught 3 times)^\*\*
* HR 421, Corporate Training & Development, Undergraduate (Taught 1 time)^\*\*
* EC 315, Quantitative Research Methods, Undergraduate (Taught 20 times)^\*\*\*\*

### Minot State University, Aug, 2012 – Present

* BIS 566, Knowledge Management, Graduate (Taught 11 times)^\*\*\*

### Trident University, Nov, 2010 – Present

* LEAD 601, Leadership Theory & Research, Doctoral, (Taught 3 time)\*\*\*
* LEAD 600, Introduction to Research in Leadership, Doctoral, (Taught 5 times)\*\*\*
* QMT 499, Integrative Six-Sigma Green Belt Total Quality Project (Capstone), Undergraduate (Taught 1 time)\*\*\*
* QMT 490, Managing Quality in Organizations (Capstone), Undergraduate (Taught 7 times)\*\*\*
* QMT 405, Statistical Quality Management, Undergraduate (Taught 7 times)\*\*\*
* QMT 403, Quality Management Tools, Undergraduate (Taught 2 times)\*\*\*
* QMT 401, Introduction to Total Quality Management, Undergraduate (Taught 3 times)\*\*\*
* PRM 490, Project Management Integration, Undergraduate (Taught 8 times)\*\*\*
* PRM 301, Introduction to Project Management, Undergraduate (Taught 10 times)\*\*\*
* OPM 300, Intro to Operations Management, Undergraduate (Taught 41 times)\*\*\*
* MGT 302, Organizational Behavior & Teamwork, Undergraduate (Taught 6 times) \*\*\*
* MGT 301, Principles of Management, Undergraduate (Taught 8 times) \*\*\*

### American Sentinel University, Sept, 2010 – Present

* BUSI 510, Data Analytics, Graduate (Taught 2 time)\*\*\*
* MGT 498, Capstone, Undergraduate (Taught 4 times)\*\*\*
* MGT 490, Introduction to International Business, Undergraduate (Taught 1 time)\*\*\*
* BUS 211, Business Statistics II, Undergraduate^

### Air Force Institute of Technology, Sept, 2010 – Nov, 2010

* Cost 671, Defense Cost Modeling, Graduate^

### DeVry University & Keller Graduate School of Management, June, 2007 – Present, Promoted to Visiting Professor II in 2011

* MGT 600, Business Capstone, Graduate (Taught 1 time)^\*\*\*
* MATH 533, Applied Managerial Statistics, Graduate (Taught 13 times)^\*\*
* MATH 500, Foundations of Managerial Mathematics, Graduate (Taught 19 times)^\*\*
* GSCM 588, Managing Quality, Graduate (Taught 1 time)^\*\*
* GM 530, Managerial Decision Making, Graduate (Taught 1 time)^\*\*
* MGMT 303, Principles of Management, Undergraduate (Taught 1 time)^\*\*
* MATH 221, Statistics for Decision Making, Undergraduate (Taught 38 times)^\*\*
* HRM 410, Strategic Staffing, Undergraduate (Taught 1 time)^\*\*
* ECON 312, Principles of Economics, Undergraduate (Taught 1 time)^\*\*
* BUS115, Introduction to Business & Information Technology, Undergraduate (Taught 3 times)^\*\*

### Virginia College, July, 2008 – May, 2012

* MBA 6000, Management Theory & Practices, Graduate (Taught 1 time)\*\*\*
* MBA 5010, Business Application Statistics and Research Methods, Graduate (Taught 6 times)\*\*\*
* MGT 4540, Quality Assurance and Control, Undergraduate (Taught 3 times)\*\*\*
* MGT4010, Organizational Communications, Undergraduate (Taught 1 time)\*\*\*
* BUS 2750, Workplace Ethics and Expectations, Undergraduate (Taught 2 times)\*\*\*
* BUS 1770, Customer Service, Undergraduate (Taught 2 times)\*\*\*
* BUS 1100, Business Communication, Undergraduate (Taught 2 times)\*\*\*
* BUS 1000, Introduction to Business, Undergraduate (Taught 1 time)\*\*\*

### Sinclair Community College, Fall, 2008 – May, 2010

* BIS 160, Introduction to Word, PowerPoint and Excel, Undergraduate (Taught 18 times)\*\*\*\*

## Professional Affiliations

* Jamaica Statistical Society, 2015 - Present
* American Statistical Association (ASA), 2009 - Present
* Academy of Management (AoM), 2005 – Present
* Institute of Behavioral and Applied Management (IBAM), 2005 - Present
* Society for the Advancement of Management (SAM), 2005 – Present
* Knowledge Management Professional Society (KMPro), 2007 - 2010
* Adult Higher Education Association (AHEA), 2007 - 2010
* American Society of Military Comptrollers (ASMC), 2005 - 2008
* Project Management Institute (PMI), 2005 - 2006
* Sigma Iota Epsilon, Epsilon Lambda (an honorary management fraternity for students and professionals), 2000
* Wright State University Raj Soin College of Business Human Resources Club, 1999 – 2000
* Wright State University Raj Soin College of Business Finance Club, 1998 – 2000

## Professional Service

* Ottawa University, Ottawa, KS – Student Grievance Committee, 2016 – Present
* University of Technology, Kingston, Jamaica – Course of Study Accreditation Advisory Committee, School of Mathematics & Statistics, 2016 – Present
* University of Northwestern Ohio, Lima, OH – Business Advisory Committee, 2016 – Present
* University of Northwestern Ohio, Lima, OH – Welcoming Faculty Member for Business Administration Majors in UN 111 Course (Foundations of Online Learning), 2016 – Present
* Trident University International – Dissertation Chair, 2015 - Present
* Trident University International – Dissertation Chair, 2016 - Present
* Trident University International – Qualifying Examination Committee Member for PhD Students in the College of Business, 2015 - Present
* Minot State University – Committee Member for Master of Science in Information Systems Theses, 2013 - Present
* Americas Conference on Information Systems (AMCIS) – Reviewer, 2011
* Served on Advisory Board for *Social Knowledge: Using Social Media to Know What You Know,* an edited book by John and JoAnn Girard – 2010. Reviewed book chapters for publication
* Served as Reviewer for *Building Organizational Memories: Will you Know what you Knew?*,an edited book by John Girard *– 2009*
* Eastern Academy of Management (EAM) – Reviewer, 2007
* Institute of Behavioral and Applied Management (IBAM) - Reviewer, 2006 - 2008
* Academy of Management (AoM) – Reviewer, 2006 - 2008
* Wright State University Raj Soin College of Business - Business Alumni Associates Committee, 2003 – 2006

## Theses & Dissertation Committees

### Dissertations

* Hundley, A. (2015). *Effects of Leadership Style on Organizational Readiness for Change: Leader-Member Exchange, Self and Collective Efficacy as Mediators and Influence Tactics as A Moderator* (PhD, Business Administration). Trident University International. In progress. Currently serving as Dissertation Chair.
* Lunsford, C. (2016). *How does Employee Voice Relate to Top Management Teams* (PhD, Business Administration). Trident University International. In progress. Currently serving as a Dissertation Chair.
* Port, P. (2016). *Direct Leadership Under Pressure: Perspectives of Followers* (PhD, Business Administration). Trident University International. In progress. Currently serving as a Dissertation Committee Member.

### Theses

* Alvarez, R. (2015). *Buckeye Elementary School District #33 Wireless Deployment Solution* (MS, Information Systems). Minot State University
* Channi, C. (2015). *Khalsalink.com News Module* (MS, Information Systems). Minot State University
* Bhatarai, R. (2015). *IT Disaster Recovery Plan* (MS, Information Systems). Minot State University
* DuBois, S. (2015). *Al Reef Knowledge Management System* (MS, Information Systems). Minot State University
* Gaddampalli, N. (2015). *Common Payment Gateway Solution* (MS, Information Systems). Minot State University
* Jayachandran, R. (2015). *Upgrade and Mitigation of ODS Registry for Enterprise Engineering Systems* (MS, Information Systems). Minot State University
* Singh, K. (2015). *Web Interface of Indian Devotional Music School* (MS, Information Systems). Minot State University
* Graham, N. (2014). *Riva for GoldMine Pain Point Resolution* (MS, Information Systems). Minot State University
* Hines, B. (2013). *Virtualization at Universal Power Group, Inc.* (MS, Information Systems). Minot State University
* Steel, P. (2013). *Microsoft SharePoint for Knowledge, Documents, and Expert Discovery* (MS, Information Systems). Minot State University

## Publications

* Bowersox, N. & Guzman, I. *The Effects of Transformational and Transactional Leadership Styles on Organizational Knowledge Management Processes* (in progress).
* Bowersox, N. *A re-validation of the factor structure for the Multifactor Leadership Questionnaire* (in progress).
* Bowersox, N. *Encouraging Participation in Virtual Communities of Practice within the United States Air Force.* In John and JoAnn Girard (2010). Social Knowledge: Using Social Media to Know What You Know by IGI Global. Hershey, PA.
* Bowersox, N. *Downsizing and building organizational memory: A paradoxical relationship between “brain-drain” and “brain-gain”.* In John Girard (2009). Building Organizational Memories: Will you Know what you Knew? by Idea Group Publishing. Santa Rosa, California.
* Girard, J. & Bowersox, N. *Leading knowledge: What do middle managers think?* In Alex Koohang (2008). Knowledge Management: Research and Applications by Informing Science Press. Santa Rosa, California.

## Conference Presentations

\*presented by myself, \*\*presented by someone else

* Bowersox, N. (2015, October). *Using Structural Equation Modeling to Predict the Effects of Technology Acceptance as a Mediating Variable between Leadership Styles and Knowledge Management.* Proceedings of the 2015 Biennial Jamaica Statistical Symposium, Kingston, Jamaica\*
* Bowersox, N. (2015, September). *The Effects of Technology Acceptance as a Mediating Variable between Leadership Styles and Knowledge Management.* Proceedings of the 2015 Academy of Business Research Conference, Indianapolis, IN\*
* Bowersox, N. (2009, October). *Downsizing and building organizational memory: A paradoxical relationship between “brain-drain” and “brain-gain”.* Proceedings of the 2009 Institute of Behavioral and Applied Management (IBAM) conference, Washington, D.C.\*
* Bowersox, N. & Guzman, I. (2007, October). *How can leaders encourage participation in virtual communities of practice?* Proceedings of the 2007 International Conference on Information Society (i-Society), Merrillville, IN.\*
* Girard, J. & Bowersox, N. (2007, January). *Leading knowledge: Does leadership make a difference?* 2007 Applied Business Research Conference, Oahu, HI.\*\*
* Bowersox, N. (2006, October). *Literature review for the study of leadership and it’s positive impact on knowledge management (KM) in the organizational setting.* Proceedings of the 2006 Institute of Behavioral and Applied Management (IBAM) conference, Memphis, TN.\*
* Bowersox, N., Brown, S., Sullivan, M., & Taylor, J. (2006, October). *How does virtual training affect joint assets in the field?* 2006 Joint Training and Simulation Conference, Washington D.C.\*\*

## Miscellaneous Courses, Training, & Certifications Received

### Course Work in Statistics & Mathematics

#### \*\*\*Final Course Grade Shown in Parentheses

Graduate Course Work – Statistics & Mathematics

Air Force Institute of Technology, Dayton, OH, 2014 – Present

*Courses – Applied General Linear Models (A)*, *Categorical Data Analysis (A), , Introduction to Probability & Statistics (A), Nonparametric Statistics (A)*

Emporia State University, Emporia, KS, 2013 – Present

*Courses – Mathematical Modeling (A), Categorical Data Analysis (A), Regression Analysis* (A), *Understanding Statistics thru Simulation (A)*

Chadron State College, Chadron, NE, 2012 – Present

*Graduate Courses – Mathematics for Management (A), Sampling Techniques (A), Statistical Methods for Data Analysis (A), Theory of Statistics (A)*

Kansas State University, Manhattan, KS, 2008 – 2010

*Courses – Analysis of Variance (A), Experimental Designs for Product Development and Quality Improvement (A), Nonparametric Statistics (A), Regression & Correlation Analyses (A), Statistical Methods for Natural Sciences (A)*

Undergraduate Course Work – Statistics & Mathematics

University of Idaho, Moscow, ID, 2015 – Present

*Courses – Introduction to SAS & R Programming (A)*

Rio Salado College, Tempe, AZ, 2014 – Present

*Courses – Plane Trigonometry (A)*

Chadron State College, Chadron, NE, 2012 – Present

*Courses - Calculus II Integration (A), Calculus I Differentiation (A), Discrete Mathematics (A), Elementary Linear Algebra (B), Mathematics Seminar (A), Operations Research (A), Probability & Statistics (A)*

### Defense Acquisition University (DAU) Courses

* BCF 262, Principles of Schedule Management, 2011
* BCF 215, Operating and Support Cost Analysis, 2010
* BCF 206, Cost Risk Analysis, 2010
* BCF 211, Acquisition Business Management, 2010
* BCF 205, Contractor Business Strategies, 2008
* LOG 102, Systems Sustainment Management Fundamentals, 2007
* LOG 101, Logistics and the Systems Sustainment Management Process, 2007
* BCF 106, Fundamentals of Cost Analysis, 2007
* BCF 103, Fundamentals of Business Financial Management, 2006
* BCF 102, Fundamentals of Earned Value Management, 2006
* ACQ 201, Intermediate Systems Acquisition, 2007
* ACQ 101, Fundamentals of Systems Acquisition Management, 2006

### Other Training

* Data Analysis Using Microsoft Excel and R Software (Workshop), 2015 Biennial Jamaica Statistical Symposium Kingston, Jamaica, 2015
* Logistics Composite Model Analysis Toolkit (LCOM-ATK), Integrated Cost Estimation (ICE), I-CAIV (Integrated Cost as an Independent Variable), Wright Patterson Air Force Base, Dayton, OH, 2013
* Price Cost Estimation Training, Wright Patterson Air Force Base, Dayton, OH, 2010
* University Grants Training and Certification, Fort Hays State University, Fort Hays, KS, 2007
* Budget Execution – by Management Concepts, Wright Patterson Air Force Base, Dayton, OH, 2006
* Franklin Covey - The 4 Roles of Leadership, Wright Patterson Air Force Base, Dayton, OH, 2006
* FM Budget Bootcamp, Wright Patterson Air Force Base, Dayton, OH, 2006
* Cost Bootcamp, Wright Patterson Air Force Base, Dayton, OH, 2006

### Certifications

* APDP Level II – Business - Cost Estimating
* APDP Level II – Business, Cost Estimating, and Financial Management
* APDP Level I – Program Management

## Professional Work Experience (Non-Academic)

### Wright Patterson Air Force Base, Operations Research Analyst/Cost Analyst/Financial Manager, 2005 – Present (Hours Worked: approximately 40 per week)

Operations Research Analyst, 2010 – Present

* AFSC OPR for Nuclear Enterprise Metrics briefing presented to AFMC/CC at the AFMC Strategic Council. Team lead in charge of gathering data from 635 SCOW, 309th MMXG, 448th SCMW, DLA, and other ‘players’. Duties also include briefing AFSC senior leadership (AFSC/CC and AFSC/LG Director) and attending all AFMC/CC briefings.
* OPR for AFSC’s RtG titled ‘Resource Optimization’. This project entails developing a process to assess AFSC’s ability to optimize it resources.
* OPR for AFSC’s Strategic Goal 5 titled ‘Achieving Cost Effectiveness’. In charge of briefing AFSC/LGS leadership on status updates and working with relevant personnel at OO-ALC to collect data and coordinate status updates. In charge of keeping metrics database current and functional. Have briefed AFSC/CC on prior occasions with this Strategic Goal
* LGS liaison with Gartner. Attends meetings, assists in establishing meetings with LGS senior leadership, and assess Gartner research and report on top trends in the SC industry
* Effectively teamed with LGSB and LGSC counterparts to develop and vet approach to managing and measuring six Objective 5.2 initiatives
* Analyzed shop flow days for 309 EMXG for data trends/anomalies in repair requirements
* Led Repatriation Cost Modeling Efforts to determine the value of returning NSN repair work back to USAF
* Co-developed statistically-based outlier detection tool enabling AFSC to achieve better efficiencies relating to Stratified Aircraft Production Performance Metric.
* Conduct various quantitative and qualitative studies to critique, design, install, and improve management, planning systems, and decision models into the Department of Defense Supply Chain
* Perform complex mathematical modeling, cost estimation, workload measurement analyses, and risk model development to improve the efficiency of the supply chain
* Apply statistical, mathematical, and other analytic techniques to measure supply chain performance
* Design and implement studies for identification of emerging product quality problems and evaluate surveillance programs and enforcement strategies to address these problems

Cost Analyst, 2008 - 2010

* Developed technical cost analysis estimates for ACAT I, II, and III Air Force acquisition programs including C-130 AMP, HH-60 Recap, and B-52 SR2.
* Served as Senior Analyst Reviewer for C-17 Training Systems estimate.
* Served as Cost/Price Panel Team Lead for Line of Sight source selection, providing management decision support for working-level cost analysts. Presented results of findings to senior leadership. Successful contract award.
* Estimated Depot Standup, Spares & RSP Kits, Tech Data, and O&S costs for B-52 SR2
* Estimated Site Activation Support, Initial Spares & RSP Kits, O&S costs for HH-60 Recap program
* Estimated Group A and Group B item costs for C-130 AMP Phase II program.
* Assisted AFIT in re-developing COST 671 (Defense Cost Modeling)
* Performed cost risk analysis using Monte Carlo mathematical simulation to develop probability distributions of risk dollars
* Developed a training module on learning curve analysis and conducted mini training session for newly hired analysts

Financial Analyst, 2005 – 2008

* 641 AESS
	+ 4th Quarter Wing Civilian Category II winner
	+ Only FM Manager for the Squadron. Managed 4 ACAT III programs (JHMCS, PNVG, NVCD, UAI) with 7 contractors (USAF, USN, and 15 FMS customers) with over $200M/yr.
	+ Briefed ASC SES on status of funding in prep for Spring Financial Review
* 647 AESS
	+ FM Manager for EGI program
	+ Managed money sent from the Coast Guard and Navy
	+ Worked with the EGI team to complete the financial portion of the EGI LCMP
* 677 AESG
	+ FM Manager for C-17 MTS, C-130 MTS, and KC-10 Training System (various ACAT I programs)
	+ Performed EVMS analyses for the Predator MATS contract
	+ Attended PMRs with program team and contractors. Discussed issues as needed
	+ ACSSW Integrator for the Spring Program Review
	+ Attended Joint Training & Simulation Conference. Assisted SMSG Director in her research paper and presentation
	+ SMSG Overall Management Control Plan POC
	+ SMSG FM POC for Historical Report
	+ Created Newcomer’s Orientation Briefing and used it to brief new hires
* General Duties performed
	+ Performed long-range budget forecasting to aid in the acquisition of new weapon system platforms
	+ Performed budget execution and administration work involving the monitoring of obligations incurred and the actual expenditures of funds
	+ Provided legal advice, assistance, and guidance on budgeting and related information
	+ Prepared program plans/documentation/reports in support of annual and multi-year fiscal planning
	+ Briefed budgetary information to high-ranking military and civilian personnel at both Wright Patterson Air Force Base and the Pentagon

### Minot State University, Graduate Assistant, Jan, 2005 – May, 2005 (Hours Worked: approximately 2 per week)

* Constructed a literature review on the impact of leadership to knowledge management
* Presented literature review to professor upon completion
* Published results with professor

### Walgreens, Store Manager, Sept 2000 – Sept 2005 (Hours Worked: approximately 60 per week)

* Responsible for directing the operation of a Walgreens drug store that produced daily sales in excess of $20,000
* Accountable for improving unit sales, profits, and image through the overall protection of store assets, development of employees, and proper service to customers
* Managed inventory levels & monitored shrink
* Effectively managed 20 employees through the use of strong leadership, communication, and teamwork techniques
* Responsible for all training in the store
* Performed interviews on job applicants. Hire, fire, and discipline as necessary
* Ensure store employees provided hospitable service and information, and are courteous, friendly, and efficient
* Provided service to the local community through company-sponsored programs

### Small Business Institute, Human Resource Consultant (Internship), Jan 2000 to May 2000 (Hours Worked: approximately 5 per week)

* Worked in a team of four as a Human Resource Consultant for a small start-up company in Dayton, OH.
* Developed a comprehensive Human Resource Manual as a guideline to adhere to for company policies and procedures. Included detailed job descriptions, comprehensive and thoroughly analyzed wage surveys, a laid-out process for recruiting job candidates, performance evaluation sheets, etc.
* Responsible for ensuring that the company’s current hiring and labor practices fell within the scope of labor and employment law.
* Presented project to the owner of the company

## References

Available upon request