

Dan Kipley

School of Business and Management
Assistant Professor
Date of Hire: 2005
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Professional Interests

Research: Strategic Management, Strategic Theories, Stakeholder Identification and Analysis, Creating Organizational Legitimacy in NFPs, Knowledge Management, Managerial Capabilities

Teaching: Strategic Management, International Business, Operations Management

Academic Background

D.B.A. Alliant International University, San Diego, CA. USA, Strategic Management, 2008

M.B.A. Alliant International University, San Diego, CA. USA, Strategic Management, 2007

M.A. University of Redlands, Redlands, CA. USA, Management and Leadership, 2003

B.S. University of Phoenix, Ontario, CA. USA, Information Systems, 2001

Memberships

Whitehead Leadership Society

National Society of Leadership and Success

Strategic Management Society

Sigma Iota Epsilon

Work Experience

Academic Experience

Assistant Professor, Azusa Pacific University (November, 2004 - Present).

Undergraduate Teaching: Strategic Management, International Business, Strategic Marketing Management, International Marketing, Business Internship.

Graduate Teaching: Operations Management, Quality and Productivity

Adjunct Professor, Alliant International University (January, 2009 - Present). Doctoral Studies - Theories of Strategic Management Course, Dissertation Process.

Non-Academic Experience

Director, Global Purchasing, CHEP, USA (June, 2003 - November, 2004). Division of Brambles Industries Limited. Director of Purchasing for a One billion dollar per year

Multi National Corporation with annual departmental budget in excess of \$350mm for FY04'. Developed and maintained an effective proactive relationship with suppliers to insure that sufficient production materials were always on hand at the right time to support planned budgeted initiatives.

Strengthened existing RFP, RFQ processing and assisted in internal departmental vendor supply agreements.

Key Achievements & Projects:

' Implemented cost reduction program with existing new production plants that resulted in a net annual bottom line Cap-Ex savings of \$15 Million dollars.

'Initiated offshore lumber sourcing contracts from suppliers in Chile, Argentina, Uruguay, Brazil, South Africa, and China. Negotiated 5yr level pricing guarantee to reduce pooled pallet repair costs by \$12 Million per year.

' Negotiated contracts for purchase of heavy equipment necessary to reduce capital expenditure of required assets by \$18 Million FY 05.

' Instrumental in product re-designing, combining stronger fasteners to improve performance, offshore lumber and a change in the component specifications resulting in a net Cap-Ex reduction exceeding \$20 million dollars annual.

' Established a new production facility in China by working in concert with the Chinese government to solve the complex logistical problems of raw material supplies and production facilities personnel.

Director of Operations, Forest Products Inc. (January, 1991 - June, 2003). Orchestrated business and manufacturing operations of this entrepreneurial venture with direct supervision of cross-functional employees for a million-dollar company specializing in lumber wholesale and custom products containment manufacturing. Presided over core operations encompassing finance, accounts, payroll and benefits, tax, human resource, recruitment and management, sales, and materials procurement. Organized, planned, directed, and controlled all operations including production, production scheduling, manufacturing processes, material control, inventory, safety, facility, and goods shipping and receiving. Key Achievements & Projects: "Developed and implemented business expansion and operation strategies, expanding production and capturing multimillion-dollar annual revenue streams." Captured major accounts including Home Depot, House2Home, Builders Square, HandiDan, and Hershey's. "Engineered workflow optimization processes to increase production output by 23%." Implemented business-to-business (B2B) and client-to-business (C2B) relationship management strategies to secure strong and profitable return and referral business. "Designed new product containers for clients to enable shipment of difficult to handle products; constructed job costs reports and presented to clients to ensure a win/win situation for all parties. . .

Courses Taught

Business Internship

Consumer Behavior

Dissertation Process (Doctoral)

Global Marketing

International Marketing

International Business
Operations Management (Graduate)
Quality and productivity (Graduate)
Strategic Marketing Management/SIFE
Strategic Management
Strategy and Planning
Manufacturing Strategy
Strategy for Not-for-Profits
Theory of Strategic Management (Doctoral course)

Intellectual Contributions:

Journal Articles

Bertacco, W., Moore, M., & Kipley, D. (2009). Maximizing small and medium sized NFPs organizational legitimacy through optimization and validation of managerial capabilities. *Journal of Global Business Development*, 2 (1).

Kipley, D. & Lewis, A. O. (2009). The Scalability of H. Igor Ansoff's Strategic Management Principles for Small and Medium Sized Firms. *International Journal of Global Business and Economics*, 3 (1).

Bezjian, J. & Kipley, D. (2009). Creating Organizational Legitimacy for Small and Medium Sized NFPs through Knowledge Management and Information Coupling. *International Journal of Business Disciplines (IJBD)*, 2 (2).

Kipley, D. & Lewis, A. O. (2009). Examining the efficacy of the multi-rater analysis methodology as an alternative approach in determining stakeholder power, influence, and resistance. *Business Renaissance Quarterly*, 3 (4).

Kipley, D. & Lewis, A. O. (2009). The Multi-Rater System: An Alternative parametric approach in determining Stakeholder Influence and Analysis. *Journal of Management Research*, 1 (1).

Kipley, D., Lewis, A. O., & Helm, R. (2008). Achieving Strategic Advantage and Organizational Legitimacy for Small and Medium Sized NFPs Through the Implementation of Knowledge Management. *Business Renaissance Quarterly*, 3 (3).

Kipley, D. (2008). A Multisource approach in determining the Perceived Rated Importance of Stakeholder Influence on Programs, Policies, and Procedures at a Faith-based University. *International Journal of Global Business and Economics*, 2 (1).

Kipley, D. & Lewis, A. O. (2008). A Tricotomic Examination of the Planning School, Learning School, and Positioning School Relative to Achieving Optimal Financial

Performance in Discontinuous Environmental Turbulence Levels. *Journal of Management Research*, 1 (2).

Refereed Proceedings

Full Paper

Bezjian, J., Holstrom, W., & Kipley, D. (2009, May). Creating Not-for-Profit Organizational Legitimacy during periods of Economic constraints and Diminishing Donor Resources. Paper presented in absentia at the *JGBI Conference*, Honolulu, HI.

Bertacco, W., Moore, M., & Kipley, D. (2009, March). Maximizing small and medium sized NFPs organizational legitimacy through optimization and validation of managerial capabilities. Paper presented at the *Global Business Development Institute Conference*, Las Vegas, NV.

Bezjian, J. & Kipley, D. (2008). Creating Organizational Legitimacy for Small and Medium Sized NFPs through Knowledge Management and Information Coupling. *Global Business Development Institute Conference*, Las Vegas, NV.

Kipley, D., Lewis, A. O., & Helm, R. (2008). Achieving Strategic Advantage and Organizational Legitimacy for Small and Medium Sized NFPs Through the Implementation of Knowledge Management. *Applied Business and Entrepreneurship Association International*, 3 (3), The Business Renaissance Quarterly, 21-42.

Kipley, D. (2008). The Scalability of H. Igor Ansoff's Strategic Management Principles for Small and Medium Sized Firms. *Oxford Business and Economic Conference*.

Kipley, D. (2008). A Multi-source approach to the perceived rated importance of constituencies influence at Azusa Pacific University. *8th Global Conference on Business & Economics* □ *University of Florence, Florence, Italy (10/08)*.

Kipley, D. (2007). A Comparative Analysis of the Design School vs. The Learning School Strategic Formulation relative to Ansoff, Mintzberg, Porter, and Drucker. *Oxford Business and Economic Conference*.

Kipley, D. (2007). Ansoff's Strategic Success Paradigm: Empirical evidence supports its success with firms competing in a turbulent environment. Why then is it absent from academic strategic management textbooks? *4th International Conference on Small and Medium Sized Enterprises*.

Book(s)

Kipley, D., & Lewis, A. (2010) Organizational Planning & Goal Setting in Managing Through Collaboration in Ed. Charles Wankel, Routledge, New York. ISBN 0415992346

Kipley, D., & Lewis, A. (2010) Ethical/Social Responsibility in Managing Through

Collaboration in Ed. Charles Wankel, Routledge, New York. ISBN 0415992346

Kipley, D., & Lewis, A. (2010) Plan Implementation and Control in Managing Through Collaboration in Ed. Charles Wankel, Routledge, New York. ISBN 0415992346

Kipley, D., & Lewis, A. (2010) External Stakeholders & Global Risks in Managing Through Collaboration in Ed. Charles Wankel, Routledge, New York. ISBN 0415992346

Kipley, D. & Lewis, A. O. (2010). Strategic Management - A Comprehensive Approach Pearson Publication (under review).

Kipley, D. & Lewis, A. O. (2009). Corporate Strategy - The Ansoffian School, Pearson Publication, ISBN 0558199267.

Kipley, D. (2009). Stakeholder Identification and Analysis using the Multi-Rater Method. VDM Verlag, Saarbrücken, Germany. ISBN 9783639173215.

Presentation of Refereed Papers

International

Bertacco, W., Moore, M., & Kipley, D. (2009). *Maximizing Small and Medium Sized NFPs Organizational Legitimacy through Optimization and Validation of Managerial Capabilities and Knowledge Management*. Accepted for Global Business Development Institute Annual Conference, Las Vegas, Nevada.

Bezjian, J. & Kipley, D. (2008, December). *Creating Organizational Legitimacy for Small and Medium Sized NFPs through Knowledge Management and Information Coupling*. Presented at Business Economic Institute, Las Vegas, Nevada.

Kipley, D. (2008, October). *A Multisource Approach in Determining the Perceived Rated Importance of Stakeholder Influence on Programs, Policies, and Procedure at a Faith-Based University*. Presented at the Global Business Development Institute Annual Conference, Las Vegas, Nevada.

Kipley, D. & Lewis, A. O. (2008, June). *The Scalability of H. Igor Ansoff's Strategic Management Principles for Small and Medium Sized Firms*. Presented at the Oxford Business and Economic Conference, Oxford, Great Britain.

Kipley, D. & Lewis, A. O. (2007, October). *A Tricotomic examination of the planning school, learning school, and positioning school relative to achieving optimal financial performance in discontinuous environmental turbulence levels*. Presented at 7th Annual Global Conference on Business and Economics, Rome, Italy.

Kipley, D. & Lewis, A. O. (2007, August). *Ansoff's Strategic Success Paradigm: Empirical evidence supports its success with firms competing in a turbulent environment. Why then is it absent from academic strategic management textbooks?* Presented at 4th International Conference on Small and Medium Sized Enterprises, Athens, Greece.

Kipley, D. & Lewis, A. O. (2007, June). *A Comparative Analysis of the Design School vs. The Learning School Strategic Formulation relative to Ansoff, Mintzberg, Porter, and Drucker.* Presented at Oxford Business and Economic Conference, Oxford, Great Britain.

National

Helm, R., Park, D., & Kipley, D. (2009, April). *Achieving Salt and Light Faith Integration through the Implementation of Student Service Learning Curriculum Initiatives.* Accepted for Higher Ground Leadership Summit, Whittier, California.

Kipley, D., Lewis, A. O., & Helm, R. (2008, November). *Achieving Strategic Advantage and Organizational Legitimacy for Small and Medium Sized NFPs.* Presented at the Applied Business and Entrepreneurship Association International, Kauai, Hawaii.

Dissertation

A Multi-Source Approach in determining the Perceived Rated Importance of Stakeholder Influence on Programs, Policies, and Procedures at a Faith-Based University

Working Papers

Kipley, D. (2008). "STRATEGIC KNOWLEDGE MANAGEMENT: THE NEXUS IN CREATING a COMPETITIVE ADVANTAGE FOR NOT-FOR-PROFIT SMES" targeted for Journal of Small Business Strategy.

Kipley, D. (2008). "MAXIMIZING STRATEGIC PERFORMANCE FOR NOT-FOR-PROFIT" targeted for Journal of Small Business Strategy.

Kipley, D. (2008). "The perceived affects of Stakeholder Influence on University programs and policies and procedures."

Kipley, D. (2008). "Developing a Strategic Advantage while building Organizational Legitimacy utilizing Global Knowledge Management: How Knowledge transfer becomes a core competence for SMEs".

Service:

Service to the Profession

Academic Conference: Discussant

2009: Global Business Development Institute Annual Conference, Las Vegas, Nevada.

2008: Business Economic Institute Annual Conference, Las Vegas, Nevada.

2008: International Journal of Business and Economics, Oxford Business & Economics Conference, Oxford, Great Britain (International).

2007: 4th International Conference on Small and Medium Sized Enterprises, Athens Institute for Education a, Athens, Greece (International).

2007: International Journal of Business and Economics, Oxford Business & Economics Conference, Oxford, Great Britain (International).

Faculty Development

Assurance of Learning - Professional Development

2008: National Institutes of Health Office (NIH). Web-based training course 'Protecting Human Research Participants'. Azusa, California.

Honors-Awards-Grants

Honors:

2007: Nominee Oxford Distinguished Research Professor 2007, Oxford Business and Economic Conference.

Awards:

2008: Outstanding Doctoral Award, Alliant International University.

Last updated: 15-Jun-09