

MICHAEL M. WHYTE, Ph.D.

EDUCATION

Doctor of Philosophy, University of Southern California, 1990

Major Fields: Educational Psychology & Curriculum and Instruction

Minor Field: Instructional Systems Design

Master of Science, University of Southern California (European Campus), 1981

Major Field: Educational Counseling

Minor Field: International Education

Bachelor of Science, United States Air Force Academy, 1978

Major Field: International Affairs/American Politics

Minor Fields: Leadership and Engineering

HONORS AND ACADEMIC DISTINCTION

2017	Advisory Board, Association of Chief Academic Officers
2017	Board Member, Global Academy for Transformational Leadership
2015	CEO, Global Academy for Transformational Leadership
2015	Chair, Board of Trustees, Life Pacific College
2013	Board of Trustees, Life Pacific College
2013	Fellow, Nuclear Weapons and our Globalizing Century, Nuclear Threat Initiative and Council for Christian Colleges and Universities (CCCU)
2010	Provost Emeritus, Azusa Pacific University
2010	Faculty of Color Diversity Award, Azusa Pacific University
2010	Board Member, Center for Integrated Family and Health Services
2007	Global Leadership Award, Anyang University
2007	Diversity Champion, Azusa Pacific University
2007	Fellow, Dellenbeck Fellowship, CCCU
2006	Elected Commissioner, Western Association of Schools and Colleges
2001	Cougar Award, Azusa Pacific University
1999	Distinguished Service Award, Arnold Air Society
1998	Faculty of Influence Award, Northern Arizona University
1997	Golden Key Honor Society, Faculty Member
1995	Letter of Commendation, Secretary of the Air Force
1995	Fellow, National Defense Fellowship, USAF
1994	Faculty Member of the Year (school level), USAF Academy
1991	Tenure, USAF Academy
1988	Full scholarship, University of Southern California (doctoral level)
1983-1999	USA Meritorious Service Medals (3 awards), USAF Commendation Medals (2 awards), USAF Achievement Medals (3 awards)
1980-1983	Academic Excellence Scholarship, University of Southern California
1979	Graduate, USAF Undergraduate Pilot/Helicopter Training
1974	Presidential and Congressional Appointments, USAF Academy
1971	Eagle Scout and God and Country Awards

PROFESSIONAL EXPERIENCE

2010-present: Professor and Provost Emeritus Azusa Pacific University

Teach in multiple academic disciplines including APU's doctoral program and various master's degree programs in leadership and business administration. Serve on multiple academic and nonprofit boards. International educational, accreditation, and organizational leadership consultant in 39 countries. WASC staff. Adjunct faculty: Global Academy for Transformational Leadership and Partnership for Peace (NATO). Serve on multiple doctoral committees.

2002-2010: Provost/Chief Academic Officer/Professor Azusa Pacific University

Provost and Chief Academic Officer of an academic program which includes seven doctoral degrees, 22 master's programs, 40 undergraduate majors and an accelerated degree program for over 11,000 students on eight campuses. Directs the academic cabinet which includes the Deans of 6 schools, 1 college, and the university library system. Supervises 400 full-time faculty members and over 700 adjuncts. Responsible for an annual budget of over \$310 million dollars. Responsible for the university diversity program, academic support services, study abroad, service learning, grants, assessment and institutional research. Full Professor. Co-Chair, President's Council. Commissioner (Board Member), Western Association of Schools and Colleges (WASC).

In the eight years I served as Provost, the university experienced significant growth: the annual budget has increased from \$106m to over \$220m, the number of students exponentially climbed to over 11,000, and the number of doctoral programs more than doubled. A dynamic and measureable academic vision was written with the faculty which resulted in all 14 accrediting agencies awarding the highest possible evaluations to our schools, doubling the number of academic publications, moving the university from 21 percent undergraduate minority students to over 50 percent, and developing seven international programs in over 25 countries.

1999-2002: Associate Provost Azusa Pacific University

Member of President's Cabinet and Academic Cabinet. Supervised the Registrar, Director of Faculty Development, Director of Service Learning, Academic Advising and Faculty Grants. Member of APU Budget Committee. As Accreditation Liaison Officer, was responsible for WASC accreditation. Responsible for the hire of over 250 adjunct faculty annually. Chaired numerous Presidential Task Forces, including diversity and the adult learning experience.

1996-1999: Professor of Aerospace Studies Northern Arizona University

Directly responsible for a comprehensive college program which recruits, trains, motivates, and commissions officer candidates. Provided academic instruction on national security issues, research, and leadership. Designed and delivered extensive field training and leadership seminars to prepare future USAF officers for active duty. Admissions Counselor, Recruiter, and Academic Advisor.

Member of Academic Chairs Council. Worked hand-in-hand with NAU Provost, Registrar and Directors of Admissions and Financial Aid on a daily basis.

**1995-1996: National Defense Fellow
Visiting Professor and Vice President for Academic Affairs Staff
Washington, DC**

One of only 19 USAF Officers selected internationally in 1995 for this program. Responsibilities included conducting research for the Pentagon, the Institute for National Security Studies and Air University. Made presentations at international conferences, educational institutions, and service academies in the United States, Japan, Russia, England, and Norway. As a Visiting Professor and member of the Vice President for Academic Affairs Staff, taught both undergraduate and graduate courses at Howard University and served on the university's Executive Committee for Military Affairs.

**1993-1995: Academic Department Head (Academic Dean Equivalent)
Senior Associate Professor (Tenure)
USAF Academy (USAFA), Colorado**

Supervised the most diverse and largest academic department at the USAF Academy---included over 30 USAF officers, US Army officers, US Navy officers, Royal Air Force, Japanese, and Italian officers, and civilian professors. Directed, designed, implemented and assessed all of USAFA's Professional Military Education programs taken annually by over 4,200 cadets. Supervised the Center for Educational Multimedia and Planetarium. USAFA's representative on USAF Commissioning Education Committee. Executive Committee, Faculty (Tenures) Forum. Member, USAF Academy Admissions Panel. USAFA member of 1995 Quality Air Force Assessment Team.

**1991-1993: Director, Academic Division
Senior Associate Professor (Tenure)
Supervisor, Center for Educational Multimedia and Planetarium
USAF Academy, Colorado**

Directed all activities of the Military Art and Science Department, including the supervision of 31 professors. Directly responsible for the entire USAF Academy Military Art and Science curriculum. Planned, supervised, organized and evaluated all course content, teaching, testing and instructor development in the key core program taken by 4,200 cadets annually. Chair of Curriculum Review Committee. Department Academic Advisor-in-Charge. Supervised the USAFA Commandant's Leadership Series. Member, Superintendent's USAFA Research Council, Committee on Critical Thinking, Academy Admissions Panel and Senior Faculty Forum (Tenure Council).

**1990-1991: Deputy Chief, Academic Division (Associate Dean Equivalent/Chief of Staff)
USAF Academy, Colorado**

Assisted the Division Chief in directing all operations of the Military Art and Science Division. Leadership Education Director of 125-member cadet (student) organization. Director of Survival Training Laboratory. Course Director of MAS 472, Applied Leadership (Advanced Senior-level leadership seminar).

1988-1990: **Doctoral (Ph.D.) Student**
University of Southern California, Los Angeles, California

1986-1988: **Assistant Division Chief for Operations/Executive Officer**
USAF Academy, Colorado
Assistant Professor

Supervisory responsibility for all administrative policies and procedures (Office Manager). Taught all four required courses offered.

ACCREDITATION EXPERIENCE

2006-2012: **Commissioner (Board Member), WASC (Regional Accrediting**
Commission for Senior Colleges and Universities)
Committees: Member, Executive Committee and Finance and Operations Committee
Chair, WASC Public Reporting/Transparency Task Force

2010-2015: **WASC Associate, WASC Regional Accreditation Visits**
Schools: As WASC Staff, led numerous assessments of universities and colleges

2004-2008: **Chair, WASC Proposal Review Committee**
Duties: Annually reviews all university and college accreditation proposals for the
western region. Consults with schools on various assessment and
accreditation related issues.

1999-2007: **University Accreditation Liaison Officer**
Duties: Responsible for 14 regional and specified accreditations

UNIVERSITY TEACHING EXPERIENCE

1999-Pres: **Azusa Pacific University**
Azusa, California
Subjects: Global Leadership, MBA, and Doctoral Education
Rank: **Professor**

1996-1999: **Northern Arizona University**
Flagstaff, Arizona
Subjects: Leadership, Education, Research
and History
Rank: **Professor**

1997-1999: **Coconino Community College**
Flagstaff, Arizona
Subjects: History and Leadership
Rank: **Professor**

1995-1996: **Howard University**
Washington, DC
Subjects: Education and Political Science
Rank: **Visiting Professor**

1986-1995: **United States Air Force Academy**
Colorado Springs, Colorado
Leadership and Education
Rank: **Senior Associate Tenured Professor**

1986-Pres: **University of Southern California**
Howard University
Coconino Community College
Global Academy for Transformational Leadership
Partnership for Peace (NATO)
International Graduate School of Leadership
East Asia School of Theology
Life Pacific College
Rank: **Adjunct/Visiting Professor**

SELECTED PUBLICATIONS

- Whyte, M.M., (2017). Seven Important Steps that You Should Take Before Establishing a New Christian University. In Negrov A., Penner P., and Cherenkov M. (Eds), *Faith & Work: Christian Mission and Leadership in the Workplace* (pp. 289-294). St. Petersburg, Russia: St. Petersburg Christian University Press.
- Whyte, M. M. (2017, May). *Accreditation Team Report for the Western Association of Schools and Colleges Seeking Accreditation Visit*. American University of Health Sciences, Long Beach, California. (Team Chair, Co-writer)
- Whyte, M. M. (2016, September). *Seven Important Steps that You Should Take Before Establishing a New Christian University*. Paper presented at the “Faith and Work: Christian Mission and Leadership in the Workplace Conference”, St. Petersburg Christian University, St. Petersburg, Russia.
- Whyte, M. M. (2012, October). *Leaders and Prudent Followers*. Paper presented at the annual conference of the International Leadership Association, Denver, Colorado.
- Kaak, P., Reynolds, R. A., & Whyte, M. M. (2012). Measuring Followership. In M. C. Bocarnea, R. A., Reynolds, & J. D. Baker, (Eds.), *Online Instruments, Data Collection, and Electronic Measurements* (pp. 245-253). Hershey, PA: IGI Global.
- Plater, W. M. & Whyte, M. M. (2011, October). WASC Exploratory Visit to the Kurdistan Region of Iraq. Suleimania University, Suleimania, Iraq. (Team Writer)
- Whyte, M. M. (2011, February). *Accreditation Team Report for the Western Association of Schools and Colleges Capacity Visit*. Coleman University, San Diego, California. (Team Chair, Co-writer)
- Whyte, M. M. (2010, April). *Accreditation Team Report for the Western Association of Schools and Colleges Capacity Visit*. Antioch College, Los Angeles, California. (Team Chair, Co-writer)
- Whyte, M. M. (2009, March). *The path to a new policy: Developing a new academic freedom statement for an evangelical Christian university*. Paper presented at “Annual Council for Christian Colleges & Universities Conference”, Los Angeles, California.

- Whyte, M. M. (2008, March). *Accreditation Team Report for the Western Association of Schools and Colleges Special Visit*. Church Divinity School of the Pacific, Berkeley, California. (Team Chair, Co-writer)
- Whyte, M. M. (2007, April). *Accreditation Team Report for the Western Association of Schools and Colleges Capacity Visit*. Academy of Art University, San Francisco, California. (Team Chair, Co-writer)
- Whyte, M. M. (2006, March). *Accreditation Team Report for the Western Association of Schools and Colleges Educational Effectiveness Visit*. Academy of Art University, San Francisco, California. (Team Chair, Co-writer)
- Whyte, M. M. (2005, October). *Accreditation Team Report for the Western Association of Schools and Colleges Special Visit*. St. Mary's College, Oakland, California. (Team Chair, Co-writer)
- Whyte, M. M. (2005, October). *Ten safeguards to ensuring your university's Christian heritage, focus, and mission*. Paper presented at "The Founding Spirit and Competitive Edge of Christian Colleges/Universities International Conference", Tunghai University, Taichung, Taiwan. (Conference Keynote)
- Whyte, M. M. (Ed.). (2004). *Accreditation Self-Study for the Western Association of Schools and Colleges Special Visit*. Azusa Pacific University, Azusa, California.
- Karolick, D. M., Carey, D., & Whyte, M. M. (2000, July). Field dependence/independence and the needs of students in a web-based instructional environment. *Proceedings of the Ed-Media 2000 World Conference on Educational Multimedia, Hypermedia, & Telecommunications, Montreal, Canada*.
- Whyte, M. M., & Frazier, M. (fall 1997 & spring 1998). Worldwide information warfare: The search for the information warrior in the United States, England, Norway, and Japan. *Government & Politics Journal*, 2(1), 66-69.
- Whyte, M. M., & Karolick, D. M. (1996). Sun Tzu—The world's first information warrior. *Soldier-Scholar—Journal of Contemporary Military Thought*, 3(1), 48-50.
- Whyte, M. M., Karolick, D. M., & Taylor, M. D. (1996). Cognitive learning styles and their impact on curriculum development and instruction. *Proceedings of the 1996 Association for Educational Communications and Technology (AECT) Conference, Indianapolis, IN*.
- Whyte, M. M. (1995, September). *Cognitive reasoning and its impact on national security in the 21st century*. Paper presented at an international conference on Evolving Post-Cold War Security Issues, Russian Academy for Public Service under the President of the Russian Federation, Moscow, Russia.
- Whyte, M. M., Karolick, D. M., Nielsen, M. C., Elder, G. D., & Hawley, W. T. (1995). Cognitive styles and feedback in computer-assisted instruction. *Journal of Educational Computing Research*, 12(2), 195-203.
- Graffis, J. M., Whyte, M. M., Higgs, J. R., & Karolick, D. M. (Eds.). (1993). *Airpower theory and doctrine*. Dubuque, Iowa: Kendall/Hunt Publishing Company.

- Graffis, J. M., Whyte, M. M., DeKemper, W. G., Corrigan, J. F., & Karolick, D. M. (Eds.). (1993). *Foundations of the military profession*. Dubuque, Iowa: Kendall/Hunt Publishing Company.
- Graffis, J. M., Whyte, M. M., Bossert, P. A., & Karolick, D. M. (Eds.). (1993). *Joint and combined operations*. Dubuque, Iowa: Kendall/Hunt Publishing Company.
- Graffis, J. M., & Whyte, M. M. (Eds.). (1992). *Readings in military art and science*. Dubuque, Iowa: Kendall/Hunt Publishing Company.
- Leitham, V., & Whyte, M. M. (1992). The effect of feedback content on group practice behavior [Abstract]. Proceedings of the *Thirteenth Symposium of Psychology in the Department of Defense, United States Air Force Academy, CO*: Department of Behavioral Sciences and Leadership, United States Air Force Academy, CO, 244.
- Whyte, M. M. (1991). Cooperative learning in computer assisted instruction. *Proceedings of the 1991 Conference on Interservice/Industry Training Systems and Education Conference (IITSEC), Arlington, VA: American Defense Preparedness Association, 315-341.*
- Whyte, M. M., Knirk, F. G., Casey, R. J., & Willard, M. L. (1990-91). Individualistic versus paired/cooperative computer-assisted instruction: Matching instructional method with cognitive style. *Journal of Educational Technology Systems, 19(4), 299-312.*
- Whyte, M. M. (1990). *Individualistic versus paired/cooperative computer-assisted instruction: Matching instructional method with cognitive style*. Unpublished doctoral dissertation, University of Southern California, Los Angeles, CA.
- Whyte, M. M. (1981). *An analysis of the utilization of initial and advanced education in the United States Air Force*. Unpublished master's thesis, University of Southern California, Los Angeles, CA.

PRESENTATIONS

- God is calling.....Are We Truly Listening?* Campus Chapel, Life Pacific College, 15 November 2016
- Cross Generational Workforce II*. 2016 Human Resources Workshop, Azusa Pacific University, 10 November 2016.
- Listening to God*. 22nd Commencement Service, East Asia School of Theology, 14 May 2016. (Keynote)
- Cross Generational Workforce*. 2016 Human Resources Workshop, Azusa Pacific University, 17 February 2016.
- The Divergent Generation: Will You Be Left Factionless?* Annual Conference of the International Leadership Association, Barcelona, Spain, 16 Oct 2015.
- Executive Leadership Principles for the Workplace and Home*. 2015 Executive Forum, International Graduate School of Leadership, Manila, Philippines, 6 August 2015.

Blended Learning Theories for International Faculty. 9th Annual Defense Educators Program, Partnership for Peace Program, Zagreb, Croatia, 5-11 July 2015.

Principles of Curriculum Design and Active Learning Techniques. Partnership for Peace Consortium of Defense Academies and Security Studies Institutes National Training Program, Tashkent, Uzbekistan, 9-11 June 2015.

The Divergent Generation: Will You Be Left Factionless? 6th Annual Christians on Diversity in the Academy Conference, Claremont, California, 25-26 March 2015.

Multinational Curriculum Design and Active Learning Techniques. 8th Annual Defense Educators Program, Partnership for Peace Program, Belgrade, Serbia, 6-11 April 2014.

A Christian's Response to Nuclear Weapons and Our Globalizing Century. Behavioral and Applied Sciences Lecture Series, Azusa Pacific University, 26 September 2013.

Leadership 101: Expectations, Skills, Feedback, Consequences, and Growth. Campus Crusade for Christ, *Jesus Film* Leadership Team Conference, Melbourne, Florida, 27-31 January 2013. (Conference Keynote)

Progress in the Accreditation System in the United States: Changes to Come. Conference entitled: A Path to Excellence: Accreditation 2.0, an International Look, Santiago, Chile, 27 April 2012. (Conference Keynote)

The View from Universities Being Accredited: Frustrations and Commitment; Academic Freedom; and WASC Procedures and what it Would Mean for a University in Kurdistan if it Sought Eligibility. Kurdistan Workshops on Accreditation, International Standards, and Globalization of Higher Education, Erbil, Kurdistan Region, Iraq, 4 October 2011. (Led three Workshop Presentations)

Accreditation Issues to Consider. Revitalizing Research in Kurdistan International Conference, Erbil, Kurdistan Region, Iraq, 16 December 2010.

Quality Assurance and Accreditation in the USA. Revitalizing Research in Kurdistan International Conference, Erbil, Kurdistan Region, Iraq, 14 December 2010. (Conference Keynote)

Important Steps to Help Safeguard your School's Christian Mission and Heritage. TCA College Commencement, Singapore, 3 October 2010. (Keynote)

What is Christian Faith and How Does it Enhance Learning? Tunghai University, Taichung, Taiwan, 11 September 2010.

Five Steps to help Safeguard your School's Christian Heritage, Focus, and Mission. Wesley Institute Commencement. Sydney, Australia, 2 May 2009. (Keynote)

Case Studies for Creating and Sustaining Leadership through Pedagogical, Personal, and Institutional Best Practices. Women as Global Leaders Conference. Dubai, United Arab Emirates, 12 March 2008.

An Integrated Approach towards Faith and Learning. Tunghai University, Taichung, Taiwan, 15 November 2007. (Conference Keynote)

Steps to Ensuring Your Organization's Christian Focus and Mission. Overseas Radio and Television, Taipei, Taiwan, 13 November 2007.

Proposing New Doctoral Programs: Lessons Learned. Annual Regional Western Association of Schools and Colleges (WASC) Conference, San Jose, CA. 20 April 2007.

Faculty Development in Faith Integration and the Theological Exploration of Vocation. PTEV Conference, Indianapolis, Indiana, 10 February 2007.

Faith Integration in the 21st Century: Azusa Pacific University as a Case Study. Cheonan University, Korea, 4 November 2005.

Positive Motivation Model. ICAN Foundation Leadership Conference. Johannesburg, South Africa, 14 October 2005.

Workshop: WASC 101. Annual Regional Western Association of Schools and Colleges (WASC) Conference, San Diego, CA. 14 April 2005.

The Future of International Higher Education. Kaiping Educational Forum, Kaiping, China. 8 August 2004. (Keynote)

Workshop: Strategic Planning and Assessment. Annual Regional Western Association of Schools and Colleges (WASC) Conference, San Jose, CA. 16 April 2004.

Memorable Bumper Stickers. Azusa Pacific University Graduate and Undergraduate Commencement Addresses, Azusa, CA. 3 May 2003. (Keynote)

Character Counts: Current Assessment Strategies. Annual Regional Western Association of Schools and Colleges (WASC) Conference, San Diego, CA. 15 April 2003.

Assessing the Intangibles. Annual Regional Western Association of Schools and Colleges (WASC) Conference, San Diego, CA. 11 April 2002.

Field Dependence/Independence and the Needs of Students in a Web-Based Instructional Environment. ED-MEDIA 2000 Conference, Montreal, Canada. 1 July 2000.

Leadership Styles and Individual Differences. Associated Students of Northern Arizona University Leadership Conference, Flagstaff, AZ. 13 September 1997.

The 21st Century Information Warrior: The Impact of Cognitive Psychology on the Military of the Future. Air Force Fellows Washington Research Conference, Washington, D. C. 23 April 1996.

Curriculum Challenges in Universal Professional Military Education and Training. The National Defense Academy of Japan, Yokosuka, Japan, 14 March 1996.

Cognitive Learning Styles and Their Impact on Curriculum Development and Instruction. Association for Educational Communications and Technology (AECT) Conference, Indianapolis, IN, 14 February 1996.

Traditional Classroom vs. Multimedia 3D Environment. Association for Educational Communications and Technology (AECT) Conference, Indianapolis, IN, 15 February 1996.

Instructional Simulation: Teams in Different Environments. Association for Educational Communications and Technology (AECT) Conference, Indianapolis, IN, 15 February 1996.

The Impact of Cognitive Reasoning on Western European Professional Military Education and Training. Norwegian Air Force Academy, Trondheim, Norway, 25 January 1996.

The Impact of Cognitive Reasoning on Western European Professional Military Education and Training. Royal Air Force College Cranwell, Lincolnshire, England, 31 January 1996.

Cognitive Reasoning and its Impact on National Security in the 21st Century. Conference on Evolving Post-Cold War Security Issues, Russian Academy for Public Service under the President of the Russian Federation, Moscow, Russia, 15 September 1995.

Instructional Simulation: What Learners are Telling Instructional Designers and Educators. Association for Educational Communications and Technology (AECT) Conference, Anaheim, CA, 9 February 1995.

Instructional Simulation: A Comparative Study of Boardgames and Networked Microcomputer Delivery Methods. Association for Educational Communications and Technology (AECT) Conference, Anaheim, CA, 9 February 1995.

Applications of Instructional Technology on Professional Military Education Curriculum. 18th Annual Aerospace Education Symposium, US Air Force Academy, CO, 14 January 1994.

Applying Instructional Media to the Teaching of Universal Military Theory. Norwegian Air Force Academy, Trondheim, Norway, 19 August 1993.

Learning Theories and Training System Design. Interservice/Industry Training Systems and Education Conference (IITSEC), San Antonio, TX, 3 November 1992. (Session Chair)

Instructional Systems Design (ISD) Tutorial/Workshop. Interservice/Industry Training Systems and Education Conference (IITSEC), San Antonio, TX, 1 November 1992.

The Effect of Feedback Content on Group Practice Behavior. The Thirteenth Symposium of Psychology in the Department of Defense, United States Academy, CO, 16 April 1992. (Poster Session)

Instructional Systems Design (ISD) Tutorial/Workshop. Interservice/Industry Training Systems Conference (IITSEC), Orlando, FL, 2 December 1991.

Interactive Technologies. Conference on Technology and Innovations in Training and Education (TITE), Orlando, FL, 4 December 1991. (Chair, Special Interest Forum)

Adopting Technology. Conference on Technology and Innovations in Training and Education (TITE), Orlando, FL, 4 December 1991. (Session Chair)

Cooperative Learning in Computer Assisted Instruction. Conference on Technology and Innovations in Training and Education (TITE), Orlando, FL, 5 December 1991.

The Future of Defense Studies Curriculum at the US Air Force Academy. Defense Studies Workshop/CEC Conference, Maxwell Air Force Base, AL, 4 November 1991.

INTERNATIONAL CONSULTING (18 Countries)

2016: RUSSIA—St. Petersburg Christian University and Hodos Institute, St. Petersburg, Russia

Provided consultation to president and faculty in the areas of strategic planning, vision casting, fund-raising, succession planning, and assessment.

2016: SINGAPORE---East Asia School of Theology, Singapore

Provided consultation to college administration, faculty and staff on strategic planning, advancement, academic vision, leadership development, change theory, and HR issues.

2015: PHILIPPINES---International Graduate School of Leadership, Manila, Philippines

Provided consultation to the president, board members, faculty, and staff on various issues including strategic planning, leadership styles, faculty development, and succession planning.

2014: NATO---Partnership for Peace (includes multiple countries/visits)

Provide consultation to various Eastern European/Asian Command and General Staff Colleges and military academy administrators, faculty, and staff. Consultation includes curriculum design, assessment, faculty development, leadership and professional military training. Countries include: Serbia, Croatia, Uzbekistan, Germany, and Ukraine.

Follow-up visits in 2015 and 2016.

2012: CHILE—Ministry of Education, Santiago, Chile

With Sir Howard Newby, Vice Chancellor of the University of Liverpool, provided consultation on various international accreditation processes and their strengths and weaknesses. Consultation included briefing changes in both the UK and USA models of quality assurance and accreditation.

2010: IRAQ---Kurdistan Regional Government (KRG), Erbil, Iraq

As WASC Commissioner, invited by His Excellency, the KRG Minister of Higher Education and Scientific Research (KRG), to provide consultation on US regional accreditation and strategic planning to his advisors, university presidents, and directors of assessment. **Follow-up visit 2011.**

2010: SINGAPORE—TCA College, Singapore

Provided consultation to college administration and faculty in the following areas: development of a strategic academic vision; cognitive mapping; and leadership/mentoring training. **Follow-up visits in 2013 and 2016**

- 2007: TAIWAN—Tunghai University, Taichung, Taiwan**
Invited by the Tunghai University President to provide consultation to the Board of Trustees and the Christian Activities Committee on a variety of subjects, including: academic visioning, strategic planning and faith integration. **Follow-up visit 2010.**
- 2007: AUSTRALIA—Wesley Institute, Sydney, Australia**
Provided school-wide consultation in the following areas: fundraising; strategic planning; team building; organizational restructuring; accreditation issues; and academic services and support. Dellenbeck Fellow. **Follow-up visit 2009.**
- 2005: TAIWAN—Tunghai University, Taichung, Taiwan**
Provided consultation to student life representatives on a variety of topics including: integration of student life and academics, mentoring and faculty development.
- 2004: ETHIOPIA—Addis Ababa and Bahir Dar Training Centers, Ethiopia**
Provided consultation to senior government officials (including the Prime Minister, Chief Justice of the Supreme Court, Speaker of the House, Cabinet Members, and Presidential Staff) and leaders of Non-government organizations on a series of topics including mentoring, cognitive learning, and leadership training.
- 1996: NORWAY—Royal Norwegian Air Force Academy, Trondheim, Norway**
Conducted cognitive testing of all junior and senior RNAFA cadets. Presented staff and faculty members with the applicability of cognitive testing results to their academic and training programs including--cooperative learning, instructional technology, and curriculum design. Also provided feedback on preliminary design of the first RNAFA Gaming and Simulations Center. National Defense Fellow (NDF)...
- 1996: UNITED KINGDOM—Royal Air Force College Cranwell, Lincolnshire, England**
Conducted cognitive testing of over 100 RAF Cranwell cadets. Provided feedback and consultation on the applicability of results to RAF education and training programs. Meetings with the RAF Director of Recruiting and Selection have led to the establishment of several combined research projects between the RAF and USAF. NDF.
- 1996: JAPAN—National Defense Academy of Japan, Yokosuka, Japan**
Provided consultation to the Chief of Air Defense Studies and his staff on cooperative learning, curriculum development, quality education, instructional systems design, and the use of technology in the classroom. Conducted cognitive testing of academy cadets. Conducted organizational leadership training. NDF.
- 1995: RUSSIA—Russian Academy for Public Service, Moscow, Russia**
Invited by the Russian Academy for Public Service under the President of the Russian Federation, Boris Yeltzin, to represent the USAF at a conference on “Evolving Post War Security Issues”. Not only presented educational research at the conference but also provided consultation advice to the staff of the Russian General Staff Academy. Consultation included curriculum development, needs assessment, the use of advanced technology in the classroom, cooperative learning and “joint” education. NDF.
- 1993: NORWAY—Royal Norwegian Air Force (RNAS) Academy, Trondheim, Norway**
Commissioned by the RNAS Chief of Staff and the RNAFA Commandant (Dean) to design, develop, and present an instructor training program to the staff and faculty of the RNAS Academy. Program included curriculum development, instructional systems design, testing and evaluation, and the use of technology in the classroom.

1986: THAILAND—Royal Thai Air Force (RTAF) Academy, Bangkok, Thailand

Directed by USAF Chief of Staff to conduct an instructional technology needs assessment of the RTAF Academy. Assessment included hardware, software, and curriculum. Consultation led to a multi-million dollar technology exchange between the United States and Thailand.