

Michelle C. Browning, MBA, M.A., Ph.D.

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Educational Background

Doctorate of Philosophy in Education with emphasis in Higher Education Policy, Planning, and Administration. University of Southern California, Los Angeles, CA. 2000

Master of Arts in Marital and Family Therapy
Phillips Graduate Institute, Encino, CA. 1997

Master of Business Administration. Southern Methodist University, Dallas, Texas. 1987

Bachelor of Science in Education. Auburn University, Auburn, Alabama. 1981

Work History

July 2011 – Present: Azusa Pacific University, CA: *Part-time Director of Marital and Family Therapy Masters Degree Program.* Ventura County Regional Center. Includes general program management, adjunct faculty supervision, and applicant evaluation.

June 2003 – Present: National University, Los Angeles, CA: *Associate Professor, Leadership, Marketing and Human Resource Management.* Responsible for on sight and on ground instruction in Leadership, Management, and Marketing within the School of Business. Includes lead faculty responsibilities for the Los Angeles Academic region including adjunct faculty hiring and supervision. Assist NU in outreach, student recruitment and the development of business partnerships for student internships. Participate in institutional governance and internal consulting in the area of strategic planning.

May 1995 –May 2009: Phillips Graduate Institute, Encino, CA

Director of Placement and Core Faculty, Department of Organizational Behavior (2000 – 2009)

Was responsible for department management, leadership, strategic planning, program design and assessment, faculty supervision including hiring and evaluation, budget management, quality control, and research and development. Included the development and maintenance of strategic business partnerships toward the identification and delivery of training and internship opportunities for students. Additional responsibilities included program marketing, outreach, recruitment, student counseling, and special projects including accreditation and program reviews. Included collaborative involvement with Board of Trustees and institutional leadership toward overall institutional management.

Registrar/Director of Admissions and Enrollment Management (1995 – 2000) Was responsible for the enrollment management of the institution including on-going development and leadership toward the enhancement of student services. General functions included, student recruitment, management of inquiry and application processing, student counseling, registration management, and interface with board, faculty, and staff toward institutional long-range planning and strategic marketing. Developed automated systems of enrollment management and participated in special projects including re-accreditation planning and preparation, and data collection and reporting to the U.S. Department of Education.

September 1987 – May 1995: The Community College for Business, Dallas, Texas: Director of Financial Administration; Was responsible for administration of all Federal Financial Aid programs including Pell Grant, SEOG, Perkins Loan, College Work-Study, Stafford Loan, and Parent Loan programs. Designed and implemented loan default prevention programs including instruction in debt management courses and counseling. Prepared monthly cash flow and P&L reports, and provided general campus financial management.

January 1982 – September 1987: Southern Methodist University, Dallas, Texas: Manager/Administrator; Served as Assistant Director of Financial Aid, Financial Aid Counselor, and MBA Admissions Coordinator. Was responsible for chief facilitation of applicant counseling and nation-wide travel for MBA Program student recruitment.

June 1981 – January 1982: Tuskegee University, Tuskegee, Alabama: Record Analyst; Maintained all aspects of student records, assisted registrar, faculty, staff and students.

Special Studies and Training (as learner/participant)

- American Association for Higher Education (AAHE) workshop: Developing Institutional Strategies for Assessing and Improving Student Learning
- Western Association of Colleges and Schools: Accreditation workshops on standards and compliance
 - Strategic Enrollment Management training
 - Human Resources and OSHA certification training
 - Lifelong Learning for Entrepreneurship Education Professional (LLEEP) Certification and Training Miami University in Oxford, Ohio

Faculty Role/Courses Delivered in Masters and Doctoral Degree Programs

- *Adjunct Instructor: Organizational Management Mt. St. Mary's College (2000 – Present)*
- *Adjunct Instructor: Azusa Pacific University (2009 – Present)*
- *Organizational Theory Evolution, Assessment and Practice: Appreciative Inquiry*
- *MBA Principles/Entrepreneurship*
- *Leadership and Management; (wide range of courses)*
- *Organizational Behavior in a Sustainable Future*
- *Management of Human Resources*
- *Values & Mission: The Role of Self in Organizations*
- *Research Methods/Action Research*
- *Conflict Management, Negotiation and Bargaining*
- *Strategic Global Marketing*
- *College and Career Counseling*
- *Psychology of Business*

Presentations, Workshops, and Training (as consultant/facilitator/instructor)

<u>Topic</u>	<u>Client</u>
<i>Emotional Intelligence</i>	U.S. Postal Service. Long Beach Performance Cluster
<i>Strategic Planning</i>	PGI Board of Trustees
<i>The Human Side of Business</i>	Business Community & Prospective Students
<i>Developing a Mission Statement & Core Values</i>	Various Boards of Trustees
<i>Employee Motivation and Involvement</i>	On-going Workshops
<i>Debt Management for Students</i>	The College for Business/Dallas, TX
<i>Power Point for Instructors</i>	Faculty Colleagues
<i>The Course Syllabus: The Student/Faculty Contract</i>	PGI Division of Academic Affairs
<i>State of Education Higher in Southern California</i>	Women in Leadership

Innovations/Deliverables

- Developed Automated Enrollment Management Tracking Process
- Co-created innovative method of educational program evaluation
- Coordinated grant writing project for Entrepreneurial Education
- Designed curriculum for the following academic programs:
 - Master of Arts Program in Organizational Behavior
 - Master of Arts Program in Executive Management and Consulting
 - Doctoral of Psychology Program in Consulting

Committees Service

- Ethical Research Committee IRB Board
- Faculty Standards and Review Committee
- Institutional Development and Scholarship Committee
- Academic Affairs Committee
- Campus Executive Council
- WASC Accreditation Committee
- Commission on Regional Operations
- Research Journal Committee
- Business School Personnel Committee

Activities, Honors, and Affiliations

- DAB Studies: Instructor & Consultant
- Marriage, Family, Child Counselor
- Teacher of the Year Award: The College for Business
- Member Encino Chamber of Commerce and Mid-Valley Chamber of Commerce
- Member of Alpha Epsilon Lambda: National Graduate School Honor Society
- Member: International Leadership Association (ILA)

Michelle Browning Publications

Browning, M. 2010. *Enhancing Online Instructional Strategies Through the Utilization of Emotional Intelligence Tools*. ASBBS Conference and Proceedings. Las Vegas, NV.

Browning, M. 2009. *An Analysis of Values, Mission and Vision Statements Within AACSB Accredited Schools of Business*. ASBBS 16th Annual Conference and Proceedings. Las Vegas, NV.

Browning, M. 2008. September. *Transformational Leadership: A Case Study of Barack Obama*. International ASBBS Conference and Proceedings. Honolulu Hawaii.

Browning, M. 2008. *The Virtual Office: Opportunities and Challenges for Faculty*. 15th Annual Meeting of American Society of Business and Behavioral Sciences. Las Vegas, NV.

Browning, M. 2007.. *The Application of Relationship Marketing Concepts to Online Learning*. The International Academy of Business and Public Administration Disciplines Conference (IABPAD). Dallas, Texas.

Browning, M. 2000-2002. "TIPPS" *Tools and Information for Personal and Professional Success*. *Monthly Newsletter for PGI Community*. Encino, CA.

Browning, M. 1998-2000. Enrollment Management Monthly Information Newsletter for PGI Community: *What's Goin' On*. Encino, CA.