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Employment

Academic Director, Office of Executive Programs, Robert H. Smith School of Business, University of Maryland, 2004-present

*Direct academic aspects of Executive MBA programs with responsibility for cohorts in U.S. (College Park EMBA & Custom MBA for SAIC), China, and Switzerland. Responsibilities include program design, faculty selection & orchestration, administrative oversight, and teaching. Also serve as Lecturer on the Faculty of Management & Organization. Other responsibilities include assisting with custom-designed executive education programs for businesses, nonprofits, and government entities.

Principal, Sheehan Consulting, 2001-present

*Provide consulting services in strategy development & implementation, leadership & teamwork development, board development, succession planning, innovation, and executive coaching for businesses, nonprofits, and government entities.

Director of Executive Education, Academy of Leadership, University of Maryland, 2001-04

* Directed executive education programs with responsibility for programs covering leadership development, team-building, and organization transformation. Responsibilities included developing new business, client relations, program design, program coordination, and teaching in programs.

President, LeaderShape, Inc., 1992-2001

*Chief staff officer for a nationwide nonprofit which provides advanced, ethics-based leadership development programs for young adults. Directed activities of nine staff, ninety “adjunct faculty” who conduct programs, and 300+ “volunteer faculty” who assist with programs. Established and developed relationships with higher education institutions, corporations, foundations, individuals, and other organizations for the advancement of “developing young adults to lead with integrity.” Responsible for strategic planning, fund-raising, budgeting, communications, curriculum development, and program implementation. Reported to volunteer board of trustees.

Executive Director, Alpha Sigma Phi Educational Foundation and Alpha Sigma Phi Fraternity, Inc., 1981-1990

*Chief staff officer of foundation and fraternity with chapters at 57 colleges and universities; including more than 2,500 students and 32,000 living alumni. Directed national operations with nine staff. Responsible for strategic planning, fund-raising, budgeting, educational programming, publication of quarterly journal, coordination of alumni services, volunteer activities, and relations with university administrators. Reported to volunteer boards of directors.

Key Professional Accomplishments

Following are accomplishments produced by the organizations and teams for which I had accountability during these time periods.

Academic Director, Office of Executive Programs, Robert H. Smith School of Business, University of Maryland, 2004-present

Redesigned Executive MBA curriculum to integrate systems thinking, ethics, & stakeholder concepts into learning experiences through course work, seminars, and action learning projects. This is an ongoing work of continuous improvement.

Revised and further developed leadership component of Executive MBA program to include Assessment Center activities, integrated with executive coaching and leadership skills seminars

Launched new Executive MBA cohorts in Shanghai (my responsibilities limited to academic aspects of program)

Launched new Custom MBA cohorts for SAIC (my responsibilities limited to academic aspects of program)

Managed integration of Zurich EMBA program into the Smith School of Business

Directed non-degree executive programs for clients including Black & Decker, McCormick & Company, Maryland Motor Vehicle Administration, Sprint Nextel

Principal, Sheehan Consulting, 2001-present

Designed and successfully taught various leadership and strategy courses for NeighborWorks Training Institutes. Received “Excellence in Training” award in 2004.

Key Professional Accomplishments

(continued)

Implemented successful consulting engagements with clients including United Way of Greater Toledo, Arbor Development Corporation, Bethany College (KS), Alexandria Housing Development Corporation, Council of Independent Colleges, Maryland Association of Nonprofit Organizations, Volunteers of America

Designed new methodology for nonprofit strategic planning

Certified as Transformation Consultant for United Way of America

Director of Executive Education, Academy of Leadership, University of Maryland, 2001-04

Secured grant from Goldseker Foundation and implemented extensive leadership development program for nonprofit executives in Baltimore

Forged partnership with The Gallup Organization that resulted in joint programming for Public Education Network and Goldseker Leaders Program

Directed and implemented second and third components for American Optometric Association Leadership Program

Secured new clients including National Conference of State Legislators, National Cancer Institute, National Urban Fellows, Center on Aging

President, LeaderShape, Inc., 1992-2001

Increased annual number of participants in The LeaderShape Institute program from 229 in 1992 to more than 2,200 young adults in 2001

Forged a partnership with the W. K. Kellogg Foundation and leading corporations (Procter & Gamble, Motorola, IBM, Andersen Consulting, United Technologies, Ameritech) to create a national network of colleges and universities which provide on-site sessions of The LeaderShape Institute program for their students. This network grew from one institution in 1994 to thirty-one leading colleges and universities in 2001.

Expanded funding partnerships from three corporate grants in 1992 to include grants from thirty corporate and foundation partners in 2001.

Produced annual operating surpluses which increased financial reserves from \$39,000 in 1992 to \$240,000 in 2001

Named by the W. K. Kellogg Foundation in 1999 as an “exemplary program”

Key Professional Accomplishments
(continued)

Executive Director, Alpha Sigma Phi Educational Foundation and Alpha Sigma Phi Fraternity, Inc., 1981-1990

Directed \$1.1 million capital campaign for educational foundation endowment

Increased endowment from \$30,000 to \$6.8 million

Directed annual fund campaigns, 1981-1990, which produced increases in annual dollars raised from \$40,000 to \$170,000

Introduced phonothons and telemarketing to foundation fund-raising in annual and capital campaigns, utilizing volunteers and paid callers

Designed and implemented a planned giving program for the foundation with gifts pledged and received totaling \$7,900,000+

Increased funding allowed for major improvements in student leadership development programming, including:

- *Increased attendance at annual student leadership conferences (90 in 1981 to 200 by 1987) and enhancement of conference program by including nationally known speakers

- *Increasing the number of staff available to work directly with students

- *Creation of annual volunteer alumni advisor conference

Returned operations to financial solvency; nine straight years of surplus operations, which were preceded by deficits in the four previous years and in fourteen of the fifteen prior years

Education

B.A., Westminster College (PA), 1979

Political Science/Education Double Major, Magna Cum Laude graduate, GPA: 3.78/4.00

M.A., The Ohio State University, 1989

College of Business, School of Public Policy and Management, GPA: 3.82/4.00

Philanthropic Organization Management Specialization

Ph.D., The Ohio State University, 1994

College of Business, School of Public Policy and Management, GPA: 3.80/4.00

Organization Development Specialization

Dissertation: "Mission Accomplishment as Philanthropic Organization Effectiveness"

Certifications

C.F.R.E., Credential as "Certified Fund Raising Executive" by the Association of Fundraising Professionals, 1986-2004.

Trained Gallup Organization "Strengths Coach"

Trained Hogan Assessment Feedback Coach

Certified as "Transformation Consultant" by United Way of America

Articles & Academic Papers

"Mission Gap: The Missing Driver for Nonprofit Strategy," paper presented for Academy of Management, International Conference, August 10, 2009, Chicago, IL.

"What is Nonprofit Strategy," paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, November 18, 2005, Washington, DC.

"An Alternative to Traditional Degree Programs: Custom Designed Programming for Nonprofit Managers," paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, November 21, 2003, Denver, CO.

"Fundraising Management," Book Reviews, Nonprofit Management & Leadership, Vol. 11, No. 2, Winter 2000, pp. 231-234.

"Achieving the Impossible 'Intentionally,'" The Not-For-Profit CEO Monthly Letter, Vol. 7, No. 1, November 1999, pp. 1-3.

"Achieving Growth and High Quality by Strategic Intent," Nonprofit Management &

Leadership, Vol. 9, No. 4, Summer 1999, pp. 413-428.

“Nonprofit Board Effectiveness and Mission Accomplishment,” paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, November 6, 1998, Seattle, WA.

“Making Missions Come Alive,” The Not-For-Profit CEO Monthly Letter, Vol. 5, No. 6, April 1998, pp. 6-7.

“Making Strategic Intent Work for Non-Governmental Organizations,” Institutional Development--(Innovations in Civil Society), Vol. III, No. II, 1996, pp. 40-51.

Total Quality and Continuous Growth: A Case Study of LeaderShape, Inc., 1992-96, paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, November 7, 1996, New York, NY.

“How do you know if your organization is accomplishing its mission?” The Not-For-Profit CEO Monthly Letter, Vol. III, No. II, September 1996, pp. 1-3.

"Mission Accomplishment as Philanthropic Organization Effectiveness: Key Findings from the Excellence in Philanthropy Project," Nonprofit and Voluntary Sector Quarterly, Vol. 25, No. 1, March, 1996, pp. 110-123.

Making Strategic Intent Work For Nonprofits, paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, November 5, 1995, Cleveland, OH.

Mission Driven Mergers, (John C. Burkhardt, co-author), paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, November 4, 1995, Cleveland, OH.

Mission Accomplishment as Philanthropic Organization Effectiveness: Key Findings from the Excellence in Philanthropy Project, paper presented for Association for Research on Nonprofit Organizations and Voluntary Action, International Conference, October 21, 1994, Berkeley, CA.

Mission Accomplishment: An Added Dimension to Public Sector Organization Effectiveness, (Jeffrey D. Ford and Laurie W. Ford, co-authors), paper presented for Academy of Management, International Conference, August 16, 1994, Dallas, TX.

Mission Accomplishment as Philanthropic Organization Effectiveness, unpublished dissertation, The Ohio State University, Spring, 1994.

Professional/Community Activities

Academy of Management, 1991-present

American Cancer Society (Central Ohio Chapter)

CanSurmount, founding member & volunteer, 1987-1992

Public Affairs Chair, 1988-1992

American Society for Public Administration, 1991-present

America's Promise in Champaign County (IL)

Community Delegate, Presidents Summit for America's Future, 1997

Implementation Task Force, 1997-99

Association for Research on Nonprofit Organizations and Voluntary Action, 1992-present

Association of Fundraising Professionals, 1986-present

Certified Fund Raising Executive, 1986-2004

Central Ohio Chapter Board of Directors, 1987-1990

Program Chair, 1987

President, 1989

Chair, Committee on Diversity, 1991 & 1992

National Board of Directors, 1988 & 1989

The Ohio Caucus, Founding Chair, 1989

East Central Illinois Chapter Board of Directors, 1993-97

Secretary, 1993 & 1994

President, 1996

Metro DC Chapter

Co-Dean, Advanced Exec Track, DC Fundraising Days/Bridge, 2002; 2004; 2006

Character Counts in Champaign County

Leadership Council, 1996-99

Co-Chair, 1996

LeaderShape, Inc.

Board of Trustees, 2002-present

Board Chair, 2007-present

United Way of Champaign County

Allocations Committee, 1993-99

Chair, 1997-99

Strategic Planning Committee, 1994

Youth Volunteerism Task Force, Chair, 1995

Community Volunteer Center

Steering Committee, 1995-98

Professional/Community Activities
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United Way of Champaign County (continued)

Board of Directors, 1997-2000

Executive Committee, 1997-2000

Community Building Committee Chair, 1999 & 2000