JOHN ZIETLOW, D.B.A., CTP

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EDUCATION:

Doctor of Business Administration (Major: Business Administration; Concentration: Finance; Minors: Applied Economics, Marketing), University of Memphis.
Dissertation topic: "Asset Management in Independent Mission Agencies." This research investigated the application of corporate finance theory to a group of donation-dependent nonprofit organizations.

Master's in Business Administration (Major: Finance), Ohio State University. Secondary Concentration: Economics.

Bachelor of Science in Business Administration (Major: Economics), Ohio State University.
Part of my undergraduate work in economics was completed at Butler University. Beta Gamma Sigma and Phi Eta Sigma honoraries, Phi Kappa Psi social fraternity.

PROFESSIONAL CERTIFICATION:

Certified Treasury Professional (CTP, earned in 2003; formerly Certified Cash Manager). Earned recertification in 2015, extends from 2015-2018; next recertification in mid-2018. First certified as a Certified Cash Manager (CCM) in 1989, gaining permanent certification in 1995.

POSITIONS HELD:

2015-Present **Professor of Business Administration**
Southwest Baptist University (ACBSP)

Teaching Doctoral (Ed.D.) Nonprofit Financial Management, Strategic Consulting Practice; MBA Corporate Finance, MBA Finance Foundations, MBA Managerial Economics, MBA History of Management Thought; Undergraduate Business Finance, Investments, Derivatives, and Personal Financial Planning. Worked with students to start up a student chapter of the Financial Management Association (FMA), and serve as FMA Faculty Sponsor. Served on the MBA Director Search Committee (2016). Served on the SBU Merit Pay Committee (2016-2017). Advise 18 economics/finance and management majors.

2014-2015 **Professor of Marketing/Business Administration**
Oral Roberts University (ACBSP)

Taught MBA Managerial Marketing, MBA Managerial Economics, and undergraduate Senior Paper. Senior Paper is a capstone class in which senior business administration and accounting majors either develop a new business or nonprofit organization or provide business plan consultancy services to a small business or nonprofit organization. Served on Lead Team for revising and restructuring finance and economics major.

2005-2014 **Professor of Finance, Corporate Treasury Management Program Director, Malone University (ACBSP)**

Taught MBA Corporate Finance, as well as undergraduate Business Finance, Investments, Money and Banking, Personal Finance, Short-Term Financial Management, and Macroeconomics. Initiated finance class-based consultancies to direct students into nonprofit sector involvement through financial analysis, policy development, credit line evaluation, and liquidity target development for FACES, a social services agency in Canton, OH, Goodwill Industries of Greater Cleveland & East Central Ohio, Refuge of Hope homeless shelter and Players Guild Theatre.

Initiated Corporate Treasury Management Program (CTM) at Malone and served as Program Director. Earned certification as certified e-College instructor (online education pedagogy). Developed cash budget model for use by CFO at Malone *(pro bono)*. **HLC Self-Study Criterion #2 (Preparing for the Future) Committee**. Athletic Facilities Working Group, 2014. Malone Graduate & Undergraduate Research Symposium Committee, 2012-2013. New Faculty Mentor, 2012-2013. Spiritual Formation Committee, 2009-2013. University Budget Committee. University Curriculum Committee, 2009-2011. Promotion & Tenure Preview Committee (four of these; chaired three of the four). Member, School of Business Assessment Committee, 2007-2009. Served on Interim Dean's Selection Committee. Launched Malone's first upper-division finance class in an online format. Advised 15 students. Served as faculty sponsor for the Malone Financial Management Association student group. Awarded three competitive summer research mini-grants in the area of nonprofit financial management. Externally, served on Finance Advisory Committee for Refuge of Hope homeless shelter, Association for Financial Professionals CTM Program Internship Committee, and the Planning Committee for the annual meetings of the Ohio Not-for-Profit Leadership Symposium (Ohio Society of CPAs, 2009-2014).

1999-Present Associate Faculty, Indiana University at Indianapolis
Associate Faculty, Indiana University at Bloomington

Teaching graduate-level nonprofit financial management on-site occasionally (1999, 2008, 2010) and as an online class (2000-2018, 19 years at IUPUI and seven years at IUB). Receive very positive student evaluations from web delivery. Taught course via a web-based class to mid-level managers at BBYO (B'nai B'rith Youth Organization) three times, Fall, 2009 - Fall, 2011, and in one-week accelerated format to Emerging Leaders (Goodwill Industries, Indianapolis) in Spring, 2008 and Summer, 2010. Developed and delivered a 2-day seminar "Financial Analysis for Nonprofit Leaders" (Indianapolis, IN: School of Public & Environmental Affairs & Center on Philanthropy, December 2009; April 2011; May 2012; May 2013; for The First Tee managers, St. Augustine, FL, January 2014); developed online version of the seminar for Fall, 2012, Fall 2013, Fall 2014, Summer 2015, Spring 2016, Fall 2017, and future delivery.

2002-2005 Professor of Finance, Corporate Treasury Management Program Director, Lee University (ACBSP)

Taught business finance, short-term financial management, international financial management, senior research seminar, human resource management, and contemporary economic issues. Initiated Corporate Treasury Management Program and serve as Program Director (formerly the Professional Studies Program, sponsored by the Association for Financial Professionals), which allows students to prepare for and take the Certified Treasury Professional (CTP, formerly Certified Cash Manager) exam. Developed and taught new courses in short-term financial management and international financial management. Developed and gained university approval for finance minor (six courses) and student chapter of the Financial Management Association. Member, College of Arts & Sciences Mission Development Committee. Project Coordinator, Business Department, Social Entrepreneurship and Nonprofit Management Initiatives. Advised 48 students.

2000-2002 Professor of Business, Business Division Chair, and Corporate Treasury Management Program Director, Mount Vernon Nazarene University (ACBSP)

Developed plan for business program to become an ACBSP candidate and to launch a master's degree in business and nonprofit management; **MVNU was awarded ACBSP accreditation in 2006**, and the MSM and MBA programs have now been launched at four sites in central and southern OH. Provided direction and oversight for traditional business department and adult degree completion (EXCELL) BBA department, with 15 fulltime and 4 part-time faculty members, along with over 40 adjunct instructors. Initiated divisional Strategic Planning Task Force. Served on Dean's Council, Academic Council, Organization Structure Task Force and EXCELL Advisory Committee. Served on Online Education Task Force in 2000-2001. Taught strategic management, electronic commerce, second intermediate finance course (short-term financial management), and marketing strategy in the traditional undergraduate program. Taught financial management and human resource management in the adult degree completion program. Used class-based consultancies to direct business students into nonprofit sector involvements, including strategic plan implementation consulting for a domestic abuse shelter and electronic commerce consulting for a social entrepreneurship venture putting ex-welfare single moms to work in a for-profit business enterprise. Developed letter of inquiry for anticipated grant proposal to request funding for two endowed faculty chairs. Initiated the Corporate Treasury Management Program (Association for Financial Professionals), and helped prepare the first two MVNU finance students to take and pass the Certified Cash Manager (CCM) exam.

1999-2000 Associate Professor of Finance, Corporate Treasury Management Program Director, Mississippi College

Served as **chair of the School of Business Intellectual Contributions Committee**, member of the **School of Business Strategic Planning Committee**, member of the MC Credit Union Credit Committee. Taught strategic management, introductory corporate finance, and short-term financial management. Initiated the Corporate Treasury Management Program (Association for Financial Professionals). Used class-based consultancy to direct business students into nonprofit sector involvement via strategic plan development for the Mississippi Symphony Orchestra.

1995-1999 Professor of Finance, Corporate Treasury Management Program Director, Indiana State University
1989-1995 Associate Professor of Finance, Indiana State University

Teaching assignments included introductory corporate finance, capital budgeting & structure, short-term financial management, financial institutions, investments, and graduate finance survey, administered several finance internships, and integrated the use of personal computers in each course;
Conducted comparative surveys of peer institutions' finance curricula and guided the revision of ISU finance curriculum, developed and have taught short-term financial management course, was selected as one of a few programs nationwide to pilot the Certified Cash Manager Associate (CCM-A) program as part of the short-term financial management curriculum;
At department level, served as chair of the personnel committee, on numerous search committees and curriculum committees, and served as faculty sponsor for the Financial Management Association (1989-1992);
Served in numerous school engagements: **AACSB Reaffirmation Task Force (1997-1999)**, Computer & Library Resource Committee, Road Show speaker, vice-president of faculty (1992-93), faculty affairs committee (1993-94 and 1994-95), and student affairs committee, library committee, and computer affairs committee (various years);
At university level, served on presidential performance evaluation committee (1994-95), extramural funding task force (1993-94), administrative affairs committee (1993-94 and 1994-95), faculty leaves committee and financial aids committee (various years), faculty sponsor for the Singapore Student Association (1992-1997), financial advisor and member of alumni advisory board of social fraternity Kappa Alpha (1993-1999), and provided *pro bono* consultancy to ISU president to develop and implement a financial analysis and planning model to assist in university administration (1992-1996).

1987-1989 Assistant Professor of Finance, Ohio University

Taught introductory corporate finance, banking and the financial system, graduate finance survey, and finance sequence in the executive MBA program; developed and taught new course in short-term financial management on trial basis; received merit raises each year.

Prior to teaching at Ohio University, I taught briefly at two private colleges (Bryan College and Liberty University) encompassing the period before entrance, during the dissertation stage, and just after completion of my doctoral program. At Liberty University, I served as the graduate director in the School of Business & Government: I developed the MBA/MPA proposal, with faculty input, and achieved program approval. I also developed and delivered four videotape distance-learning classes, including nonprofit management, graduate corporate finance, money and banking, and marketing research.

Business Experience

Before entering academia, I worked for two-and-a-half years as a financial analyst for Ford Motor Co. (Parts & Service Division headquarters) in Dearborn, MI. Assignments included pricing, cost analysis, budgeting, financial reporting, and capital project analysis. I continue to use realistic situations from my work experience to enhance my presentations in the corporate finance courses. Additionally, I use examples picked up from training and consulting engagements (see below) to amplify course concepts. Finally, I served as a finance intern at a local church while living in Taylor, MI.

HONORS AND AWARDS:

- Received competitive merit raises for outstanding teaching and research in each year in which they were offered at Indiana State University and Ohio University.
- Nominated for Educator of the Year, to the Indiana Association of CPAs.
- Achieved Certified Cash Manager (CCM) certification in 1989, became permanently certified in 1995.
- Awarded tenure at Indiana State University, 1993.
- Awarded promotion to full professor at Indiana State University, 1995.
- Received five-year Teacher of the Year Award, 1996, Indiana State University School of Business.
- Inducted into Who's Who Among America's Teachers, 1998, 2001, 2004, 2007.
- Nominated for Lifetime Research Contribution Award, ISU, 1999.
- Co-authored book <u>Financial Management for Nonprofit Organizations</u> won the 1999 Terry McAdam award from the Alliance for Nonprofit Management for the book making the most significant contribution to the practice of nonprofit management in the U.S.
- Inducted into Who's Who in Finance & Industry, 2002.
- Have sponsored four winners of a national undergraduate research competition in the nine years over which the competition was held, including the 2002 and 2004 winners (AFP Scholar's Award, awarded to one individual nationwide by the Association for Financial Professionals, Bethesda, MD). Papers were written as course requirement in Short-Term Financial Management course.
- Elected to the board of the Central Ohio Treasury Management Association, Columbus, OH, 2002.
- Selected as Corporate Finance Track chair, Midwest Finance Association, 2002 Annual Conference.
- Selected to be a member of and to chair the Corporate Treasury Management Program Task Force, Association for Financial Professionals, 2002.
- Appointed to the Fifth Third Bank Faith-Based Organization Focus Group, Columbus, OH, 2002.
- Selected to be part of *ad hoc* Essentials of Treasury Management Task Force to advise AFP on ongoing Corporate Treasury Management Program, 2004.
- Selected by Investment Management Consultants Association (IMCA) to develop and deliver first online Certified Investment Management Analyst Level II preparation course and to grade exams, 2003-2008.
- Textbook <u>Short-Term Financial Management</u> selected by the Association for Financial Professionals as primary text for delivering the national Corporate Treasury Management Program, 2005-2010.
- Presentation on "Working Capital Management" received the highest speaker ratings out of 130 presentation sessions at the Association for Financial Professionals annual conference, November 2003.
- Awarded tenure at Lee University, 2005.
- Achieved recertification as a Certified Treasury Professional, Association for Financial Professionals, 2006 (renewal covers 2006-2009).
- Received summer research mini-grant, Malone University, 2006.
- Inducted into Who's Who in American Education, 2007.
- Received summer research mini-grant, Malone University, 2007.
- Awarded tenure at Malone University, 2008.
- Received summer research mini-grant, Malone University, 2010.
- Selected for membership on the Charity Navigator Advisory Panel, 2010.
- Selected as an expert panelist for IUPUI Center on Philanthropy grant-financed survey of nonprofits' financial information needs, Summer 2010 – Summer 2011 (The Moody's Foundation).
- Selected as an expert panelist to guide development of new Nonprofit Finance Certificate for Rice University's Center for Philanthropy and Nonprofit Leadership, Summer 2011. Continue to serve as a member of the national "Academic Advisor" team on an ongoing basis.

- Awarded sabbatical leave, Fall 2011, to develop new nonprofit financial strength metrics and to assemble benchmark data for these metrics.
- Received SBU Michael Awad Scholarship Award, Fall 2016, to attend ARNOVA annual conference and present research on nonprofit financial health.

PUBLICATIONS, PRESENTATIONS, AND OTHER SCHOLARLY ACTIVITY:

Forthcoming or In-Process

- 3rd edition of Financial Management for Nonprofit Organizations (Wiley, 2018, forthcoming) – co-authored.
- Article Manuscripts (2): Two articles being revised for resubmission based on extended paper profiling a newly-developed nonprofit Financial Health Index (see complete earlier version at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2049022).
- Case/Field Learning: Model prototype for a nonprofit liquidity management policy.
- Article: Revision of a presentation to develop an article on nonprofit social enterprise evaluation.

Publications

Textbooks:

With Matthew Hill (Univ. of Mississippi) and Terry S. Maness (Baylor University), co-authored textbook, **Short-Term Financial Management**, 5th Edition, 2017. Publisher: Cognella Academic Publishing (546 pp.) Textbook covering cash and liquidity management, banking selection and relationship management, short-term investments and borrowing, cash forecasting, risk management, credit and inventory management, and international treasury management. It is being used at both the undergraduate and graduate levels at a number of institutions. I also co-authored the 4th Revised Edition (Cognella), 4th edition (Cognella), 3rd, 2nd, and 1st editions (Thomson SouthWestern) and a previous edition (West Publishing). Also co-authored the instructor's manual, including question and problem solutions, PowerPoint slides, test bank, and transparency masters, for both the 1st and 2nd editions.

Authored 14 "Ethics in Practice" boxes that were published in Lawrence Gitman's **Principles of Managerial Finance** (Addison Wesley Longman, 11th Edition, 2006). Previously wrote 6 ethics boxes for the 10th edition (2002).

Practitioner Manuals/Textbooks:

Lead author, with Tim O'Brien, Alan Seidner, and Jo Ann Hankin, **Financial Management for Nonprofit Organizations: Policies & Practices,** 3rd edition (*forthcoming: New York, John Wiley & Sons, 2018*). (675 pages) Also developing PowerPoint presentations for each chapter and supplemental learning materials. This book is also used as a textbook at a number of universities, mostly at the graduate level.

Lead author, with Alan Seidner, **Cash and Investment Management for Nonprofit Organizations** (New York, John Wiley & Sons, April 2007). (432 pages)

Lead author, with Jo Ann Hankin and Alan Seidner, **Financial Management for Nonprofit Organizations: Policies & Practices** (New York, John Wiley & Sons, 2007). (590 pages) Also developed PowerPoint presentations for each chapter and supplemental learning materials. This book is also used as a textbook at a number of universities, mostly at the graduate level.

With Jo Ann Hankin and Alan Seidner, **Financial Management for Nonprofit Organizations -** Applied research book, developing and implementing best financial management practices for nonprofit, particularly religiously based, organizations. Includes findings from field research, statistical modeling, and an extensive mail survey. Publication date: 1998. Publisher: John Wiley & Sons, Inc. (600 pages).

Chapters in Practitioner Books:

Wrote an invited chapter entitled "Investment Strategies" for Dennis Young and Rick Schoff, editors, **Wise Decision-making in Uncertain Times: Using Nonprofit Resources Effectively**, (Washington, D.C., The Foundation Center and the National Center on Nonprofit Enterprise, 2007).

Wrote an invited chapter entitled "Developing Financial Accountability and Control" for a **Serving Those in Need**, a guidebook on faith-based human service organization management, published by Jossey Bass Publishers in 1999 (edited by Edward Queen).

Course Curriculum:

***Grace College**, Winona Lake, IN, December 2014*
Wrote the curriculum and developed narrated PowerPoints and Excel worksheets for adult class
GOL 3750 – Effective Financial Decision-Making
Course Focus: How does a business decision-maker gather information, analyze the information, and make a decision when it comes to financial decisions or those with major financial implications?

Seminar Course Manuals:

"Financial Analysis for Nonprofit Leaders" (Indianapolis, IN: School of Public & Environmental Affairs & Center on Philanthropy, 2009, 2011, 2012). Authored student course book for two-day seminar offered to nonprofit EDs, development officers, finance directors, and board members. Online version, including narrated PowerPoint presentations and Blackboard course materials, developed for 2012 delivery.

"Cash Management Essentials" (Bethesda, MD: Treasury Management Association, 1995). Authored instructor's manual and student course book for two-day seminar presented at all Treasury Management Association (TMA) regional conferences and at the TMA national conference. This course book is based on Essentials of Cash Management, 5th edition, published by the TMA.

Articles and Proceedings:

"How Can Nonprofits Monitor Financial Sustainability," Abstract published in the **Proceedings of the Academy of Business Research Spring Conference** (New Orleans, March 23-25, 2016).

"Development and Finance: A House Divided?" **Advancing Philanthropy** (Spring 2014): 62-63. *Co-authored.*

"Teaching with CRJ Cases in Finance," **Case Research Journal** 33(Winter 2013): 173-187. *Co-authored.*

"Building the Oil Supply and Stocking the Storehouse: Cash Reserves Prove Their Worth in the New Millennium, **ECFA Focus on Accountability** (Second Quarter 2011): 3-5.

"Nonprofit Financial Objectives and Financial Responses to a Tough Economy," **Journal of Corporate Treasury Management** 3(May 2010): 238-248.

"Step By Step: Deciding if you need help with investments," **Exempt** (May/June 2007): 5-7.

"8 Principles to Practical Finance: What Businesses and Not-for-Profit Managers Should Know," **AFP Exchange**, 23(September/October 2003): 18-23.

"Winning the Tech Race: Companies Jockey for E-Payments Acceptance," **AFP Exchange**, 23(May/June 2003): 20-26. *Co-authored.*

"Unleashing a New Wave of Social Entrepreneurship," book review of Enterprising Nonprofits, edited by Dees, Emerson, and Economy, in **Nonprofit Management & Leadership**, (Fall, 2002), 13(1), 85-90.

"Social Entrepreneurship: Managerial, Finance and Marketing Aspects," 2001 special issue of **Journal of Nonprofit & Public Sector Marketing**, 9(1), pp. 19-44.

Tutorial on "Individual Financial Planning Assistance Offered by Community Foundations," Abstract in **Proceedings of the 15th Annual Meeting of the Academy of Financial Services**, Toronto, CA, October 17, 2001.

"CFO as Turnaround Specialist," **Christian Management Report**, (October, 2001): 30.

"How Ministry Finances Differ from Business Finances," **Christian Management Report**, (June, 1998): 42.

"Organizational and Financial Goals and Policies in Religious Organizations," **Proceedings of the 26th Annual Meeting, Association for Research on Nonprofit Organizations and Voluntary Action**, Indianapolis, IN, December 4-6, 1997.

"Liquidity Management in Donative Nonprofit Organizations," **Proceedings of the 26th Annual Meeting, Association for Research on Nonprofit Organizations and Voluntary Action**, Indianapolis, IN, December 4-6, 1997.

"Working Capital Management in the Nonprofit Sector," **Proceedings of the 11th Annual Meeting, International Symposium on Cash, Treasury, & Working Capital Management**, New York, NY, October 18, 1995.

"Definition and Effects of the Business Cycle" and "Effects of National and International Events," **EXAMCO Regulatory Element Study Program** (Kenner, LA: EXAMCO, 1995): 3-7 to 3-17. *Used for continuing education of stockbrokers.*

"Empirical Cash Flow Distributions Revisited: An IT Application to Short-Term Financial Management," **Proceedings of the 10th Annual Meeting, International Symposium on Cash, Treasury, & Working Capital Management**, St. Louis, MO, October 12, 1994. *(Profiles nonprofit organizations' cash flows streams.)*

"Finance Requirements and Computer Utilization at AACSB-Accredited Schools," **Financial Practice and Education** 3(Fall 1993): 133-139 (co-authored).

"Evaluating the Risks of Negotiable CDs," **Journal of Cash Management** 10(September/October 1990): 39-41, 43, 45-46. *This article was selected for inclusion in the 2nd edition of Advances in Business Financial Management, edited by Philip Cooley, and used in numerous finance curricula nationwide.*

"Capital and Operating Budgeting Practices in Pure Nonprofit Organizations," **Financial Accountability & Management** 5(Winter 1989): 219-232.

"Useful Cash Management Techniques for Service and Nonprofit Organizations," **Journal of Cash Management** 8(November/December 1988): 79-82 (co-authored with dissertation chair).

"Certificate of Deposit Safety Rankings: Analysis of Determinants," **Proceedings, Academy of Financial Services** (Annual Meeting, October 19, 1988): 28-29.

Academic Presentations (not listed above):

"Moving Beyond "Months in Cash:" A Financial Health Index for Achieving Financial Sustainability," paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) annual meeting, Chicago, IL, November 19, 2015.

"Nonprofit Solvency Measures: Evidence from Poland," paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) annual meeting, Indianapolis, IN, November 15, 2012. *Co-authored.*

"Nonprofit Financial Consultancy in a Finance Course," paper presented to the Society for Business Research annual meeting, Nashville, TN, November 1, 2012.

"Nonprofit Financial Management," Special Session, Academy of Economics & Finance annual meeting, Jacksonville, FL, February 11, 2011.

"Nonprofit Class Consultancy in a Finance Class: A First Model," workshop delivered to the Financial Education Association annual meeting, Bermuda, September 27, 2007.

"A Model for Calculating the Effective Cost of Factoring," paper presented at the Academy of Finance annual meeting, Chicago Illinois, March 17, 2005. *Co-authored.*

"Treasury Management: Academic and Industry Directions", paper presented at the Academy of Financial Services annual meeting, New Orleans, LA, October 6, 2004.

"Corporate Treasury Management Programs", paper presented at the Financial Education Association annual meeting, Mystic, CT, April 22, 2004.

"The Relative Advantage of Using a Short-Term Bond Fund for Savings Purposes," paper presented at the Academy of Financial Services annual meeting, San Antonio, TX, October 16, 2002.

Academic panelist addressing the Certified Cash Manager credential in panel session "Academic Certifications in Finance," at the Financial Management Association annual meeting, San Antonio, TX, October 18, 2002.

"Social Enterprise Financial and Nonfinancial Evaluation," paper presented at the Alliance for Nonprofit Management annual meeting, Cleveland, OH, April 21, 2001.

"Social Enterprise Financial and Nonfinancial Evaluation," paper presented at the Association for Research on Nonprofit and Voluntary Associations annual meeting, New Orleans, LA, November 6, 2000.

"Use of Internet-Based Arthur Andersen KnowledgeSpace in Short-Term Financial Management Curriculum", paper presented at the 1999 Financial Management Association annual meeting, Orlando, FL, October 7, 1999. *Co-authored.*

"Cash and Treasury Management: Academic and Industry Direction," tutorial presented at the Eastern Finance Association, Panama City Beach, FL, April 18, 1997.

Midwest Finance Association panel moderator (Short-Term Financial Management in the Finance Curriculum), Annual Conference, Indianapolis, IN, April 2, 1993.

"Perspectives on Finance Education and Research from Other Business Disciplines," invited panelist on the interfaces between marketing and finance, Midwest Finance Association Annual Conference, Indianapolis, IN, April 2, 1993.

"Financial and Economic Theories of Nonprofit Organizations: Review and Synthesis," presented at the Third International Conference on Nonprofit Research, Indianapolis, IN, March 13, 1992.

"Sales Forecasting for Financial Planning: Survey Evidence," presented at the Midwest Finance Association annual meeting, St. Louis, MO, April 5, 1991 (co-authored).

Ad hoc moderator for the "Developing the Body of Knowledge in Corporate Treasury Management" session at the 1991 Midwest Finance Association annual meeting, St. Louis, MO, April 5, 1991.

"Liquidity and Value: A Multivariate Investigation," presented at the Financial Management Association annual meeting, Boston, MA, October 19, 1989.

"CD and Bond Ratings: A Classification and Correspondence Analysis," presented at the Financial Management Association annual meeting, Boston, MA, October 20, 1989.

"Corporate Finance Theory and the Pure Nonprofit Organization," presented at the 1988 Eastern Finance Association annual meeting, Bal Harbour, FL, November 15, 1988.

Major External Grant Activities:

Conducted a major externally funded study of nonprofit financial management over the 1992-1994 period. Lilly Endowment funded this single-authored analysis and testing of corporate finance theory applied to faith-based private nonprofit organizations in the amount of $127,594. The study is entitled "Organizational Goals and Financial Management in Donative Nonprofit Organizations." The funding included a buyout of one semester of release time, two summer sessions, and monies for a national survey addressed to 1,000 faith-based organizations as well as eight on-site field studies. One anticipated outcome is the development of a theory of pure nonprofit organizations—entities that clearly do not have shareholder wealth in their objective function. The central role of liquidity management is clear at this point. Additionally, I document the level of sophistication of financial management in the religious sector—an area about which little was known previously. In particular, the treasury management aspects of these organizations are profiled and critiqued. The indirect cost funding from the grant provided monies to lease financial databases for two years—resources that were previously unavailable at Indiana State University.

Other Scholarly Involvements:

Track chair, Corporate Finance, as part of the Program Committee of the Midwest Finance Association, 2001-2002. One of two invited referees for the Outstanding Paper in Corporate Finance for both the 1994 and the 1995 Midwest Finance Association (MFA) annual meetings; program committee of Financial Management Association (FMA) and MFA (numerous years) and held office in the Midwest Finance Association, as Vice-President, Local Arrangements (1993) and as Long-Range Planning Committee member (1992-1993); also was member of the Scholarship Committee of the Treasury Management Association of Indiana (1993).

Chaired sessions and served as a discussant for papers at various FMA, MFA, and Southern Finance Association annual conferences. Participated in seminar discussion of all papers presented at the Cash, Treasury, and Working Capital Management Symposium in 1991 and 1992 (this one-day symposium met the day prior to the FMA meetings).

Participated in group discussion of several presentations at the Nonprofit Seminar Series held at the Indiana University Center on Philanthropy in 1993, 1994, and 1997. This symposium attracts top researchers in the nonprofit management, economics, and finance fields.

Professional Associations and Certifications:

Member: Financial Management Association (FMA), Association for Financial Professionals (AFP), Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA), Christian Business Faculty Association (CBFA), and North American Case Research Association (NACRA). Board member and Scholarship Chair for Central Ohio Treasury Management Association (COTMA) in 2002. Professionally certified as a Certified Cash Manager (CCM) since 1989; became permanently certified in 1995, demonstrating proficiency in the treasury management field. This credential has been renamed the Certified Treasury Professional (CTP). Most recent recertification earned in 2015, covering the 2015-2018 period.

Scholarly Review Assignments:

In addition to the program committee assignments mentioned above, I am serving or have served on the review board or as an ad-hoc reviewer for each of the following: Nonprofit and Voluntary Sector Quarterly (member of Editorial Review Board, 2010-2016), Case Research Journal (member of Editorial Review Board), Administration & Society (appointed in 2014), Nonprofit Management & Leadership, Quarterly Review of Economics & Finance, Financial Practice & Education, Advances in Working Capital Management, Global Business and Finance Review, Quarterly Journal of Business & Economics, Journal of Financial & Strategic Decisions, Akron Business & Economic Review, Journal of the Midwest Finance Association, and the Journal of Services Marketing. I have also served as a reviewer for two investments textbooks, four corporate finance textbooks, and a human resource management textbook in recent years.

APPLIED PRESENTATIONS & INDUSTRY PARTNERSHIPS:

Class-based consultancies:
Spring 2010: with Player's Guild Theatre (developing financial policies, establishing/recommending target liquidity level, developing a financial profile based on financial statements and financial ratios and evaluating the organization's credit line);
Spring 2009: with Refuge of Hope rescue mission (developing financial policies, establishing/recommending target liquidity level, and developing a financial profile based on financial statements and financial ratios);
Spring 2008 with Goodwill Industries (developing financial policies, establishing/recommending target liquidity level, developing a financial profile based on financial statements and financial ratios and evaluating the organization's credit line);
Spring 2007 with FACES, a human services nonprofit in Canton, OH (developing financial policies, establishing/recommending target liquidity level, developing a financial profile based on financial statements and financial ratios and evaluating the organization's credit line);
Spring 2003 with the Pura Vida coffee cart at Lee University, a social enterprise whose profits are to help at-risk children in Costa Rica (preparing the materials and analysis for a cash flow forecast in the Short-Term Financial Management class);
Fall 2001 with Crown & Glory Limited (electronic commerce consulting for welfare-to-work social enterprise spawned by division of Interchurch Social Services in Mount Vernon, OH);
Spring 2001 with First-Knox National Bank (marketing research project for Marketing Strategy class);
Fall 2000/Spring 2001 with New Directions, Inc. domestic abuse shelter (financial strategy implementation for Strategic Management class);
Spring 2000, with the Mississippi Symphony Orchestra (developing a strategic plan for the Symphony); and Spring 2000, with Mississippi Insurance Managers (developing a short-term investment policy and recommended asset allocations).

Practitioner Seminars and Workshops:
Presented "Managing Cash to Better Achieve Your Mission" at the 2016 Drury Nonprofit Communication Conference, October 3, 2016, Springfield, MO.

Presented "Finance & Fundraising Financial Analysis & Planning Metrics" at the first annual Development and Finance Symposium, co-sponsored by the Rice University Center for Philanthropy & Nonprofit Leadership and the Association of Fundraising Professionals International, June 12, 2013 (Houston, TX). Also presented updated and expanded version, "Meeting of the Minds Around Metrics," at the second annual conference, May 2014, at the third annual conference, June 2015, and at the fourth annual conference, June 2016.

Facilitated seminar "Taking the Pulse of Your Organization's Financial Health," for nonprofit executive directors and board members (Orrville, OH: Everence, Northeast OH Development Roundtable, April 3, 2014).

Facilitated seminar "Financial Analysis for Nonprofit Leaders" (Indianapolis, IN: School of Public & Environmental Affairs & Center on Philanthropy, December 4-5, 2009; April 15-16, 2011; May 11-12, 2012; and May 17-18, 2013; St. Augustine, FL, for The First Tee leadership team, January 23-24, 2014).

Presented “Stewarding Your Organization’s Financial Strength” at the CapinCrouse Annual Nonprofit Seminar, October 9, 2012 (Duluth, GA).

Presented “Dashboards and Scorecards Basics” as part of panel I moderated at the Ohio Society of CPAs Annual Nonprofit Leadership Conference, October 3, 2012 (Independence, OH).

Presented “Managing in Difficult Times: Strategic and Tactical Responses” at the Mission Exchange/CrossGlobal Link Mission Administration & Finance Conference: Navigating Through Troubled Waters, February 11, 2010 (Orlando, FL).

Presented “Managing Finances in a Difficult Economy: Strategic and Tactical Responses” at the Not-for-Profit Leadership Symposium, Ohio Society of CPAs, October 20, 2009 (Independence, OH).

Supervised two student internships for Capin Crouse LLP. Interns entered church and other faith-based organization financials and applied my redesigned financial ratios template to the financials to determine ratios for the individual organizations as well as industry ratio medians.

Presented “The Optimal Cash Position: What is It?” at two successive Association for Financial Professionals annual conferences, October 10, 2005 (San Antonio, TX; co-presented with Tom Selby, Assistant Treasurer, McGraw-Hill), and November 8, 2004 (San Diego, CA).

Presented "Fundamentals of Working Capital Management - Intensive Workshop" at the Association for Financial Professionals annual conference, October 8, 2005 (San Antonio, TX).

Delivered distance education “Investments Calculations” sequence for CIMA candidates, Investments Management Consultants Association (April 2006; December 2004-January 2005).

Exam Evaluator for Certified Investment Management Consultant (CIMA) Level II certification exam, Investments Management Consultants Association (IMCA), 2004-2008.

Reviewed and offered revisions for “Introduction to Investment Consulting” and “Investment Math” courses to the Investments Management Consultants Association (2004).

Presented "Working Capital Intensive Workshop" and co-presented “Short-Term Investments Benchmarking with the AFP Benchmark” (with investment consultant David Scheidt, Decision Analytics) at the Association for Financial Professionals annual conference, November 4 and 5, 2003 (Orlando, FL).

Developed and presented eight consecutive one-hour online training and exam preparation modules for the Certified Investment Management Analyst (CIMA) Level II candidates on the topic of Modern Portfolio Theory. These were delivered in September and October, 2003. Sponsoring organization: Investment Management Consultants Association (IMCA), Denver, CO. This represents the first-ever online training done by the Association, with CIMA Level I certification curriculum having been delivered at the Wharton School (Univ. of Pennsylvania). These Level II sessions are now housed at and delivered by the University of California-Berkeley.

Presented “Cash Management”, two-hour seminar oriented to faith-based international nonprofit agencies, to the Evangelical Fellowship of Mission Agencies (EFMA), Chicago, IL, January 25, 2003.

Presented “Practical Principles of Finance” and co-presented “Treasury Management in the Nonprofit World: Best Practices from the Christian Children’s Fund” (with CCF Treasurer William Hopkins) at the Association for Financial Professionals annual conference, November 7 and 8, 2002 (New Orleans).

Attended the 2nd Annual Faith-Based Community Development seminar, October 1, 2002, Chattanooga, TN. This focused on urban faith-based social service delivery and business venture formation.

AICPA Sixth Annual National Not-for-Profit Industry Conference (June 1999) - spoke on state-of-the-art cash and treasury management techniques for nonprofit organizations (150 attendees).

Major consulting project with Capin Crouse LLP (Greenwood, IN), a consulting and auditing firm with nationwide services to 425 nonprofit organizations. Developed three extensive financial management diagnostic instruments, an advanced financial ratio analysis model (with industry benchmarks), and trained 30 partners, managers, and senior accountants in the use of all the tools. Duration: 4 ½ weeks, May and July, 1998.

Association for Financial Professionals (formerly Treasury Management Association) Regional Cash Management Conference, 1995, 1996, and 1997 in Louisville and St. Louis. At these conferences I taught a two-day "Cash Management Essentials" short course for bank and corporate cash management professionals. In 2001, taught this course for Proctor & Gamble (Cincinnati headquarters) and (on a customized basis for nonprofits) for the Evangelical Christian Credit Union (Anaheim, CA). In 2001 I co-taught the CCM Review test preparation courses in Miami and Chicago. Also taught Cash Management Essentials in Chicago and co-taught CCM Review Course in Arlington, VA, in 2002.

AICPA First Annual National Not-for-Profit Industry Conference (July 1993) - spoke on treasury management and benchmarking for nonprofit organizations (500 attendees).

NBD (Indianapolis) - conducted CCM exam prep class on cash forecasting for NBD cash management clients.

Treasury Management Association of Indiana - spoke for three years consecutively at their annual conference, each time on short-term investments and borrowing (1992-1994).

Presented “Financial Analysis for Non-financial Professionals” workshop, Adams Mark Hotel, Indianapolis, October 2, 1992.

Consultancy to a private nonprofit investment foundation, assisting the manager with fixed income analytics and portfolio management of $17 million portfolio (1992-94).