

ROBERT G. SPAGNOLA

Curriculum Vitae

**EDUCATION**

**Harvard University Graduate School of Education**, Ed. M. in Leadership & Education Policy, 2012.

**The University of Nebraska**, Ph.D. in Business Administration: Strategic Management, 1989.

**University of Denver**, LL.M. Tax, 1983.

**Creighton University**, J.D., 1974.

**Creighton University**, B.A. in English, 1971.

**EDUCATION EXPERIENCE**

**Academic Program Director: Masters in Organizational Leadership & Associate Professor.**  
**Anderson College of Business and Computing, Regis University**, July 2016- to the present

Responsibilities as Academic Program Director include:

Leading and managing the current portfolio of courses, both online and on-campus, degree and certificate programs in Organizational Leadership that meets the needs of our students who are looking to finish or transition into a bachelor's degree, earn a master's degree or certificate in a specialized field, advance in the workplace, or change careers.

In addition:

- Manage revision and review processes; faculty selection and management; course implementation; quality assurance; and program evaluation functions.
  - Manage communications with prospective students by phone, email, and in-person; advice on student applicants for MSOL, in partnership with Regis Admissions.
  - Manage the development of new credit courses and advise the Regis MS-PMP and MS-HR programs to work with Program Managers for those programs and partner with employers, unions, or trade associations to provide students with marketable skills.
  - Ensure the development of logistical plans for the roll-out of courses and implement the ongoing evaluation of faculty performance and program assessment.
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- Develop, maintain, and expand upon productive relationships with project stakeholders including faculty, University staff, and students.
- Facilitate and lead regular communications between students, faculty, and other program partners.

#### Responsibilities as Associate Professor

- Teaching leadership, organizational behavior, and accounting (tax) courses at the undergraduate and graduate levels online and on-campus to traditional and nontraditional students.
- Prepare and present course materials, develop syllabi, give lectures, assign homework, supervise testing and skill assessments, and provide career guidance.
- Research and publication.
- Mentoring new affiliate faculty.
- Serving on university and college committees including the IRB, University Budget Committee, and a variety of college committees.
- Advising management on the designation of learning outcomes for my courses, administrative measurements, and student evaluation processes.
- Collaborating with faculty colleagues and administrators in developing standards, policies, and materials for courses.

#### **Assistant Dean & Professor**

**College for Professional Studies, School of Education, Regis University, Fall 2009-Nov 2015**

Responsibilities included:

- Provided leadership for university, external local & national relationships and initiatives.
  - Managed reaccreditation efforts through both TEAC and CAEP.
  - Created and managed school budget.
  - Implementation of TaskStream for accreditation record keeping.
  - Led Title II and SURDS reporting efforts.
  - Redesigned the workflow of administrative professionals' work processes.
  - Led complete curriculum rewrite of all courses in the School of Education.
  - Created competency-based education executive program.
  - Created school executive leadership certificate.
  - Led the development of a new background check model for onboarding new students.
  - Led the development of the new student onboarding process.
  - Led the cleanup of all systems and data for accreditation.
  - Wrote the New Faculty Preparation course for onboarding affiliate faculty in our adult programs.
  - Managed external P-20 related local relationships with state-level and national accrediting organizations.
  - Lead school-wide strategic initiatives.
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- Directed curriculum alignment across initial and advanced teacher education degrees, licenses, endorsements & certificates.
- Served on Assistant Dean's Council to provide advice and counsel to Academic Dean of College.
- Led, planned & coordinated all processes regarding faculty assessment, faculty governance, and professional development.
- Provided leadership to faculty chairs and lead faculty.
- Supervised administrative staff.
- Taught a myriad of courses in both face-to-face and online formats.
- Provided leadership, direction, and sophisticated decision-making and problem-solving skills in dealing with non-routine and complex issues.
- Served as a member of the College of Professional Studies Academic Council
- Served as CPS liaison to Rueckert-Hartman College for Health Professions Academic Council

**Vice-Principal**

**Hinkley High School, Aurora Public Schools, Aurora, Colorado, Fall 2000–Spring 2009.**

Responsibilities for a school of 2000 students and over 100 faculty and staff included:

- Instructional leadership including the setting of instructional direction and articulation of high-performance expectations for all assigned departments, and the International Baccalaureate program.
- The leadership of small learning community and articulation of District's instructional vision.
- Working with District instructional coaches, teacher-leaders, and teachers to support District-wide improvement in teaching and learning.
- Implementation of District instructional best practices.
- Coordination of new curriculum and curricular changes school-wide.
- Faculty evaluation.
- Managing stakeholder groups in all areas of school operations.
- Staffing, budgeting, scheduling.
- Legal issues.
- Managing emergencies.
- Technology management.
- Management of standardized testing.
- Discipline management.
- School safety and 504 activities.
- Liaison with district police, fire, social services.

**Associate Professor, College of Business, Department of Management, Colorado State University, 1996 – 1999.**

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**Assistant Professor, College of Business, Department of Management, Colorado State University, 1991-1996.**

**Taught courses in:**

- International Business (U)(G)
- Strategic Management (U)(G)
- Managerial Planning and Control (G)
- Organization Leadership (U)(G)
- Management Fundamentals (U)(G)
- Organizational Behavior (U)(G)

**Assistant Professor, Daniels College of Business, Department of Management, University of Denver, 1989 – 1991.**

**Taught courses in:**

- Strategic Management & Business Planning (U & G)
- Public Policy and Business (U & G),
- Small Business & Entrepreneurship (U&G).

### **Business Career**

**Vice President and Manager, Corporate Trust & Finance  
First Interstate Bank of Denver, N.A. (currently: Wells Fargo Bank)**

**Federal Tax Supervisor, Johns-Manville Corporation, Denver, CO**

**Tax Senior, Coopers & Lybrand, Omaha, NE**

**Assistant City Attorney, City of Omaha, Omaha, NE**

### **PROFESSIONAL LICENSES & MEMBERSHIPS**

- International Leadership Association, 2019-present
- Nebraska Bar: Attorney #13954
- Colorado Bar: Attorney #12708
- Colorado Professional Administrator's License # 0338194
- Colorado Professional Principal's License #0431140

### **HONORS & RECOGNITIONS**

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**Nominated eLearning Educator of the Year, 2019.** Nomination from: RU's Instructional Design Team

**Excellence in Teaching Award, 2017-2018.** The Dean of the Anderson School of Business Award for Excellence in Teaching

**Administrator Award of Excellence.** Aurora Public Schools. Awarded for exceptional service to students with special needs and gifted and talented students. 2003.

**Who's Who in America**, millennium edition (54<sup>th</sup>), 1999.

**Professor of the Year, 1998-1999.** This award is presented to the professor who best represents excellence in teaching at the University. The winner is selected by the students of the College and the Business College Council, College of Business, and the University College Council, Colorado State University, and the University Alumni Association.

**Who's Who Among America's Teachers**, 5<sup>th</sup> biennial edition, 1998. Who's Who honors a select 5% of our nation's teachers.

**Nominated Professor of the Year** sponsored by the Colorado State University Alumni Association, 1998.

**Nominated Professor of the Year** sponsored by the Colorado State University Alumni Association, 1997.

**Nominated Provost's N. Preston Davis Award for Instructional Innovation**, College of Business, Colorado State University's, 1995, (Sole nominee from the College of Business).

**Nominated State Board of Agriculture's Excellence in Undergraduate Teaching Award**, 1994-1995 (One of 15 university-wide nominees).

**Nominated Professor of the Year Award**, CSU's College of Business, 1994-1995

## **GRANTS**

\$800 Integrating Alternative Multi-Media Methods to Enhance Online & Classroom Learning. Regis University Instructional Design and Technology Mini-Grant, 2019.

\$8000 Morgridge Foundation Technology Grant for Regis University, 2010.

\$1300 Colorado State University mini-grant for the creation of a Service Learning component in graduate international management course, 1995-1996 academic year.

\$86,000 Independence School District, Independence, MO. Grant proposal funded by the Kauffman Foundation for creation of entrepreneurship curriculum in middle & high schools in Independence.

## **REFEREED PUBLICATIONS**

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R. Spagnola & T. Yagos. Driving Out Fear in the Nontraditional Classroom: Five Practical Strategies from Neuroscience to Build Adult Student Success. **Adult Learning Journal**. October 2020. <https://doi.org/10.1177/1045159520966054>.

R. Spagnola: "Improving productivity down under: Exploring Australia's best practices program." **SAM Advanced Management Journal**, 1996, 61(4), Autumn, pp. 24-30.

P. Mallette & R. Spagnola: "State anti-corporate takeover laws: Issues and arguments." **The Journal of Managerial Issues**, 1995, 7(2), Summer, pp. 142-160.

P. Mallette & R. Spagnola: "State takeover legislation: The political defense." **SAM Advanced Management Journal**, Summer, 1994, 59(3), pp. 15-23.

R. Spagnola & R. Brannan: "International joint ventures: A perspective on organizational and accounting implications of global partnering for U.S. multinationals." **The International Journal of Accounting**, 1994, 29, pp. 34-45.

R. McGowan, R. Spagnola, & R. Brannan: "The role of sector in determining organizational effectiveness: A comparative assessment." **Public Productivity and Management Review**, Fall, 1993, 17 (1), pp. 15-27.

R. Spagnola, D. Allen, & D. Eschen: "Loggers, industrialists, and spotted owls." **Business Case Journal**, Fall, 1993, pp. 1-22.

R. Spagnola & R. Brannan: "B, B & M Leasing." **The Journal of Accounting Case Research**, Spring, 1993, pp. 12-17.

R. Spagnola & C. Spagnola: "Total quality management in commercial lending." **The Journal of Commercial Lending**, February 1993, pp. 6-17.

R. Spagnola & C. Spagnola: "Total quality management in commercial lending." **The Journal of Commercial Lending**, 25<sup>th</sup> Special Collection Series Focusing on Fundamentals, 1993, pp. 123-135.

R. Brannan & R. Spagnola: "Ytima creek project: Budgeting for political and operating costs." 1991 **Annual Advances in Business Cases**, (electronically published by Midwest Society for Case Research).

## **BOOK CHAPTERS**

R. Spagnola & C. Evans: Personnel-Related Laws and Regulations. Book Chapter in **Nonprofit Law--etext**, Sagamore Publishing. ISBN: 978-1-57167-976-5, 2019.

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R. McGowan & R. Spagnola: "Developing new technologies" in **Public Productivity Handbook**, pp. 627-642, (M. Holzer, ed., 1992) (Marcel Dekker Administration and Policy Series).

### **OTHER PRESENTATIONS & PUBLICATIONS**

R. Spagnola & T. Yagos. Workplace spirituality and transformational leadership: A values-based model for Jesuit business leadership instruction. **International Association of Jesuit Business Schools World Forum**. July 2021

R Spagnola: "eLearning Strategies for Online Teaching." **eLearning Consortium of Colorado**. Regis University, February 2019. Invited presentation.

R. Spagnola: "Strategies for Teaching and Learning with Technology." **The 10<sup>th</sup> Annual Transforming the Teaching & Learning Environment Virtual Conference**. February 2019. University of Idaho (**Refereed Admittance**).

R. Spagnola: "Engaging Students with Zoom." **Colorado Learning and Teaching with Technology Conference**. August 2018. University of Colorado (**Refereed Admittance**).

R. Spagnola: "Emotional Intelligence & Leadership: Challenging the Status Quo." **Women & Leadership Conference**. March 2017. Regis University.

R. Spagnola: "Preparing tomorrow's leaders today." **Learning Forward Summer Conference on School-Based Professional Learning for Teacher Leaders & the Administrators Who Support Them**. July 2012

R. Spagnola: "A new model for the assessment and evaluation of student learning in a university teacher education program: The role of the Regis University portfolio gate system." **National Evaluation Institute**, October 2010.

R. Spagnola: "Pilot of a Blended Delivery Format in Accelerated Graduate Degree Programs: Analysis and Commentary." **Annual Sloan Consortium International Conference on Online Learning**, November 2011

R. Spagnola: "A new model for the assessment and evaluation of student learning in a university teacher education program: The role of the Regis University portfolio gate system." **National Evaluation Institute**, October 2010.

R. Freese & R. Spagnola: "New challenges in international commercial disputes: Alternative dispute resolution under NAFTA." **The Colorado Lawyer**, September 1997, pp. 61-65.

R. Spagnola & R. Brannan: "International joint ventures: A perspective on strategic and accounting implications of global partnering." **Proceedings** of the 1993 Midwest Regional Meeting, American Accounting Association, St. Louis, Missouri, April.

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R. McGowan, R. Spagnola, & R. Brannan: "The role of the governmental manager and organization effectiveness: A comparative assessment." **Proceedings** of the National Public Management Research Conference, Syracuse, New York, 1991.

R. Spagnola, C. Haldeman, & N. Sampson: "Techniques and technologies for building creative teams." **Proceedings** of the Mountain Plains Management Conference, Ft. Collins, CO Sept 1991.

P. Mallette & R. Spagnola: "A nationwide profile of state takeover legislation." **Proceedings** of the Western Academy of Management, Santa Barbara, CA, March 1991.

R. Spagnola: "The effect of overhead costs on ROA in a newly deregulated service industry." **Proceedings** of the Annual Meeting of the Decision Sciences Institute, November 1990, San Diego, CA.

R. Spagnola: "A strategic assessment of opportunities and threats for foreign investors considering an equity joint venture in Hungary: An analysis of the Hungarian business infrastructure." **Proceedings**-Budapest Conference on Strategies for Business Ventures in Eastern Europe, November 1990, Budapest, Hungary.

R. Spagnola & L. Digman: "The environment for joint ventures with mainland China: An outsider's assessment." **Proceedings** of Pan Pacific Conference IV, Taipei, Taiwan, Republic of China, May 1987.

R Spagnola: "Antecedents and outcomes of total quality in economic reform: An analysis of Australian best practice." Presented at the Society for the Advancement of Management International Management Conference, March 1996, Corpus Christi, Texas.

R. Spagnola: "Improving productivity down under: Exploring Australia's best practices program." American Society for Public Administration National Conference. **Published in the abstracts**, July 1995, San Antonio, Texas.

R. Spagnola & R. Brannan: " A comparative view of Asia's corporate clans: Examining Korea's chaebols and Japan's keiretsu." Facing East/Facing West Multidisciplinary Conference on North America's Relations with Asia/Pacific Countries sponsored by Western Michigan University. **Published in the abstracts**, May 1995, Kalamazoo, Michigan.

R. Spagnola & R. Brannan: "A comparative view of Canadian, Mexican, and U.S. Policies on countertrade: Hegemony or harmony." American Society for Public Administration National Conference. **Published in the abstracts**, July 1994, Kansas City, Missouri.

R. Spagnola & R. Brannan: "NAFTA and its impact on countertrade among Canadian, American, and Mexican Firms." Facing North/Facing South Multidisciplinary Conference on U.S., Canadian, and Mexican Relations and NAFTA sponsored by Western Michigan University. **Published in the abstracts**, May 1994, Kalamazoo, Michigan.

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R. Spagnola: "American Keiretsu: A new enterprise model for public-private sector synergy & U.S. international competitiveness." American Society for Public Administration National Conference. **Published in the abstracts**, July 1993, San Francisco, CA.

R. McGowan & R. Spagnola: "An international view of telecommunications: A strategic resource for the 1990s." International Business Division of the Administrative Sciences Association of Canada, Vancouver, British Columbia, June 1990.

R. Spagnola & R. Brannan: "B, B & M Leasing." Presented at the 1990 Midwest Society for Case Research Case Writer's Workshop. Colorado State University.

### **CONSULTING, SPEAKING, AND APPEARANCES (PARTIAL LIST)**

#### **Consultant---United Nations Foundation & Colorado Office of Economic Development and International Trade. 2017.**

Consulted with global entrepreneurs on sustainability, innovation, strategic management, taxation, and business-startup strategies as a member of Project X-ITE sponsored by the UN Foundation and Colorado Office of Economic Development.

#### **Consultant -- Woodward Governor Company. 1996-1999**

Woodward has been in existence for 125 years. It is composed of two groups: Aircraft and industrial controls and hydraulic turbine controls. Its international operations are in Europe, Asia/Pacific, and South America. During the last decade, Woodward has become a world supplier of digital electronic control systems for industrial applications. I consulted with and advised Woodward on issues related to intra/intercompany international business communications and strategy. These issues include problems in international communications, organizational barriers in international operations, conflicts of authority and team building in a global environment, and joint venture issues.

#### **Consultant -- Gates Corporation. 1994.**

Gates had annual sales exceeding \$1.3 billion and was among the largest industrial companies in the world ranked by sales. The firm's major business units were the Gates Rubber Company, Gates Formed-Fiber Products, and Gates Power Drive Products subsidiaries. Gates had customers in 170 locations worldwide, and manufacturing facilities in 13 countries. I consulted with and advised Gates on issues related to the globalization of their worldwide operations. These issues included leadership, strategic planning, succession planning and structural design of a borderless organization, creation of a firm-wide global vision, centralization vs. decentralization issues in international activities, use of economies of scale and problems of resources utilization worldwide, communication across borders and methods for eliminating organizational 'stovepipes,' balancing global/local activities, developing global human resources, and global information technology, and corporate social responsibility and sustainability issues.

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**Consultant-- Colorado Department of Transportation. 1992-1993.**

Management training and development of senior executives in leadership, strategic planning, and change management techniques.

**Consultant-- Innova Corporation. 1991.**

Advised management on the feasibility of an international joint venture between Sumitomo Corporation and Innova. The study involved the development of strategies for a worldwide distribution network.

**Speeches:**

**Session speaker:** Innovation Challenge, Regis University, Topic; Business Formations, Feb. 2020.

**Session speaker:** Mile High Chapter at Project Management Institute Roundtable, May 2019.

**Session speaker:** Regis University College of Physical Therapy. Denver, June 2018.

**Session speaker.** Delta Sigma Pi International Fraternity. Colorado State University, Fort Collins, Fall, 1998.

**Seminar speaker.** U.S. Department of Commerce Export Trade Assistance Program. Fort Collins, Fall, 1997.

**Acting Executive Director. 1996. North American Trade Dispute Resolution Center.**

The Center is a non-profit, non-governmental administrative body headquartered in Denver, Colorado. It was formed as a strategic alliance between Colorado State U's College of Business and a Board of Advisors drawn from distinguished leaders in Canada, the U.S., and Mexico. Its purpose is to provide a neutral and independent center for the administration and conduct of international arbitration, mediation, and conciliation to resolve international business disputes. The Center's mission includes an international education and research component designed to benefit students of international business and negotiation strategies at CSU and the community at large.

**Seminar speaker.** 1995. Financing in International Business. Business Forum Day. Sponsored by Colorado State University's Graduate Business Council and the College of Business. February 16.

**Seminar speaker.** 1993. National Conference of the Australian-American Chamber of Commerce. Snowmass, Colorado, Sept. 24-26.

**Speaker** to representatives of the governments of Australia and New Zealand on Australian-U.S. linkages and partnerships in higher education. 1993. National Conference of the Australian-American Chamber of Commerce. Snowmass, Colorado, Sept. 24-26

**Program Facilitator.** March 1992.

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International Trade Video Teleconference, Doing Business in Europe, Strategies for Success, Colorado State University.

**Seminar Speaker.** October 1990. Seminar for Japanese Business Executives from Osaka Productivity Center--International Strategic Management--A U.S. Perspective on Technology Innovation. College of Business, University of Denver.

**Seminar Speaker.** March 1990. Continuing Management Development. Certificate in Cable Management Program, University of Denver.

**Instructor.** 1984. The American Institute of Banking, Denver, Colorado. Continuing Education in Business Law.

### **UNIVERSITY SERVICE**

University Resource Planning Committee. The faculty member representative of this subcommittee of the University Board of Trustees, 2020-2021.

University Budget Committee. This Committee is advisory to the President on university financial and budgetary matters. Regis University. 2019-and continuing.

University Institutional Research Board. This committee advises the University population on human subjects research. Regis University. 2018-and continuing.

Intellectual Property Task Force. University-wide task force on intellectual property. Regis University. 2019 and continuing.

University Search Committee for Manager. University Instructional Design Division. Regis University. 2019

Mentorship Program---Employee mentor---Regis University: 2018-2019, 2015-2016.

Curriculum, Instruction & Assessment faculty. Search committee---Regis University

Secondary Education Professor faculty search committee---Regis University

School of Management law/ethics faculty search committee---Regis University

Academic Integrity Board---Regis University

MOOC Grant Committee---Regis University

Dual language liaison Taskstream team---Regis University

CAEP reaccreditation team---Regis University

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The blended learning task force ---Regis University

Attended all open houses held by Marketing Dept for School of Education---Regis University

D2L LMS evaluation committee---Regis University

Taskstream implementation committee---Regis University

Liaison for course maintainers with learning design department---Regis University

College of Professional Studies Academic Council---Regis University

College for Health Professions Academic Council---Regis University

Affiliate faculty preparation course committee---Regis University

Ignatian Scholar Training---Regis University

Chair, Regis University Strategic Planning Taskforce II. Selected by the President of the University to Chair one of 6 University-wide task forces responsible for design and implementation of university strategic plan. 2010.

College of Business Committee responsible for the redesign of MBA program at CSU-1997-1999.

Faculty advisor-CSU Management Club-1996-1998.

College of Business Admissions & Appeals Committee-1996-1998.

Search Committee-Management Dept.-CSU-Small business/entrepreneurship position-1995-1996 academic year.

Committee on AACSB Reaccreditation-Management Dept./CSU-1995-1996 academic year.

Committee on Faculty Evaluation-Management Dept./CSU-1995-1996 academic year.

Colorado State University Curriculum Committee--1993-1994.

Researched and developed models for Australasian Study Center on CSU campus, 1993, as requested by the dean of the School of Business.

United Way Coordinator for CSU management department (1992-1993) academic year.

Committee member & chair for numerous CSU MBA and Ph.D. graduate students (1991-present).

Committee on International Business Education---Colorado State University School of Business (1991-Present).

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Graduate Admissions Committee---University of Denver (1990-1991).

Research Committee--University of Denver (1989-1990).

Curriculum Committee--University of Denver (1989-1990).

### **PROFESSIONAL ACTIVITIES**

#### **Future Business Leaders of America National Leadership Experience:**

Judge---high school competition, 2019. Judge—college competition, 2020.

Colorado Leadership Alliance Summit: Mentor discussions with students and community on careers in business & law. January 2019.

Committee member. American Bar Association's International Business Transactions Committee, International Commercial Arbitration Committee, & International Trade Committee (1997-2012).

Reviewer for the 2019 International Leadership Association, 21<sup>st</sup>. Annual Global Conference on Leadership, Ottawa, Canada.

Reviewer for the 1999 Business Policy & Strategy track, Western Decision Sciences Institute Conference, Puerto Vallarta, Mexico.

Panel chair. International Public Administration Track. American Society for Public Administration National Conference. July 1995, San Antonio, Texas.

Reviewer for 1994 Southern Marketing Association Conference, Strategic Marketing & Marketing Management track, New Orleans, LA.

Reviewer for Western Academy of Management Annual Meeting, 1991.

Reviewer for Annual Advances in Business Cases, 1990.

Program Chair, Joint Ventures and the Economic Environment Track, Strategies for Business Ventures in Central and Eastern Europe: Building Strategic Alliances Conference, Budapest, Hungary, 1990.

Reviewer for Public Sector Division of the Academy of Management National Meeting, 1990.

Committee Member, Best Paper Committee, Public Sector Division of the Academy of Management National Meeting, 1990.

Discussant and facilitator (1990 Midwest Society for Case Research Case Writer's Workshop) 1990.

Doctoral and Junior Faculty Consortium, Western Academy of Management Annual Meeting, 1990

#### **Textbook Reviews:**

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West Educational Publishing. Reviewed international and business strategy texts, 1995-Present.

Addison Wesley Longman. Reviewed international and business strategy texts. 1995-Present.

South-Western Publishing. Reviewed international and business strategy texts. 1996-Present.

Media Service:

Interviewed by various TV, radio, and print news programs in the Fort Collins-Denver area regarding international and general business topics, 1989-ongoing.

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