

Robert S. (Steve) Woodsmall, PhD
Major, USAF-Retired
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Education:

- **Ph.D., Organization and Management**, Capella University, 2012. Specialty in Management Education.
Dissertation: Transformational Leadership and Organizational Effectiveness
- **Post-master's Certificate in Education (College Teaching)**, 2011, Capella University. 4.0 GPA
- **Ed.S., Educational Administration/Adult Education**, Troy State University-Montgomery, (all but thesis, 40 quarter hours completed)
- **M.A., Business Administration**, Webster University, St. Louis, MO, 1986
- **B.S., Industrial Technology**, Southern Illinois University-Carbondale, IL, 1980

Dollar General **1/23-10/23**
Store manager--Improved failing store sales from 16/17 in the district to #2.

University of Arizona Global Campus (UAGC) **1/23-3/23**
Adjunct Faculty—Teach courses in management, business, and leadership.

Cummings Cove Golf & Country Club. **8/21-4/22**
Director Of Golf

University of Maryland Global Campus **1/14-12/22**
Adjunct Faculty—Teach courses in management, business, and leadership.

UAGC. External Reviewer, BA in Business Leadership **Nov 22**

Brevard College, Business and Organizational Leadership program **8/15-3/19**
Assistant Professor and Program Coordinator—Teach undergraduate courses in management, business, and leadership and manage the program. Developed the new Minor in Leadership Studies. NCAA Faculty Athletic Representative.

VISION Transylvania Leadership Development Program **2/15-6/15**
Executive Director—Plan, implement, and facilitate a ten-month leadership development program to include informational sessions, site visits, and educational seminars. Advise and support the Board of Directors in developing strategic plans, establishing policies and procedures, and working within budget guidelines.

Forbes School of Business at Ashford University **5/13-11/14**
Assistant Professor, full-time remote. Taught graduate courses in leadership and management full-time in an online environment. Represented the school at a professional conference. Managed projects in course development and evaluation. Served as a member of the Student Community Standards Committee.

SAIC, US Securities and Exchange Commission, Washington, DC **7/12-10/12**
Instructional Design/Training Specialist- For SEC University, developed, directed, planned, and evaluated training programs and activities. Evaluated and oversaw

contractors and vendors to develop and /administer instructor-led training programs. Led a team of contractors and SEC employees to design the first-ever SEC Examiner Certification Course; declared a resounding success by learners and SEC leadership.

Flagler College, St Augustine, FL (NCAA Div II)

10/11-2/12

Assistant Coach/Leadership Consultant, Women's Basketball

American Systems, FAA Center for Management & Executive Leadership 3/05-10/08

Instructor/Course Designer - Instructor and lead designer for development/delivery of training including leadership, management, team development, coaching, resource management, and performance management. Designed the prototype courses "Middle Manager Course" and "Managerial Coaching and Mentoring." Consistently received highest student reviews on staff (>99%) from participant managers.

Volt Technical Services, Eli Lilly & Co., Indianapolis, IN 2/04-9/04

Instructional Designer (contract) - Designed/developed training for the Global Clinical Data Management group.

EG&G Technical Services, Naval Weapons Support Center, Crane, IN 10/02-2/03

HR Development Specialist (contract)- Developed new education/training programs; led/participated in process improvement, program evaluation, and developing performance measurements; managed training programs. Completed first-ever comprehensive training needs analysis for the entire base.

Wabash Valley Human Services, Vincennes, IN 10/00-9/02

Client Services Manager- Managed a 4-county area; supervised 4 office managers. Administered various human services programs with 42 funding sources, including the \$1.5 million Energy Assistance Program. Provided training and organizational development for the entire organization. Created improved administrative processes and financial management methods.

Bishop State Community College, Mobile, AL (part-time) 2/96-7/00

Consultant/Instructor-Served on a contract basis for consultation on training issues and conducted seminars on various subjects for the College and local corporate clients. Many engagements led to repeat requests for additional consultation/training.

Spring Hill College, Mobile, AL (part-time) 3/97-7/00

Adjunct Faculty-Taught/advised students in the capstone courses "Managing for Quality" and "Quality Practicum" in the "Organizational Management and Communication" bachelor's degree program.

- Consistently received highest student feedback ratings of all faculty members.

George S. May International Company, Chicago, IL 4/00-6/00

Executive Analyst-Analyzed the operations, financial condition, personnel policies, and profit potential for small and medium-sized businesses. Recommended appropriate corrective consulting projects to business owners.

Teledyne Continental Motors, Mobile, AL 9/99-12/99

Manager, Training and Development-Responsible for all training and development concerns for an 800-person organization which manufactures piston aircraft engines.

- Conducted in-depth needs analysis and developed comprehensive CY 2000 training plan.
- Initiated first-ever monthly supervisory training sessions.

QMS, Inc., Mobile, AL**2/97-9/99****Director, Corporate Training & Communication**

- Supervised a seven-person training staff.
- Developed the proposal for creation of the corporate training & communication directorate to consolidate numerous training functions throughout the company.
- Saved over \$200,000 in consultant fees by developing and conducting the highly successful company-wide Total Quality Management (TQM) training program.
- Improved company communication by creating a worldwide company newsletter for employees and customers.
- Developed/implemented the first management/supervision training and career development program in company history.
- Founded the Mobile Training Exchange, a consortium of local businesses and colleges, to promote greater training opportunities at reduced costs through sharing of training resources.

Manager, Corporate Programs-Project management for various program teams encompassing engineering, manufacturing, service, purchasing, quality, and marketing for new product development issues. Developed and presented status briefings for CEO and senior executives.

- Established weekly program meetings to proactively address product development issues.
- Improved accountability by implementing use of Microsoft Project software as a project management tool for all program team members.

Manager, National Field Service Training-Managed technical and customer-service training for US and Canada-based field service technicians. Supervised 6 trainers and one technical writer. Hired to fix a failing training department; made personnel changes and initiated a quality approach to training including measurement of results and implementing a philosophy of viewing the people we train as customers.

- Developed systematic training schedules on a quarterly basis to improve efficiency and reduce costs.
- Created course catalogs to describe course content and objectives, rewrote courses to improve objectives and methodologies, and revised and implemented evaluation methods to improve validity.
- Initiated first staff development program to improve quality of instructors and provide a career development plan, developed a formal student critique program to measure effectiveness and customer satisfaction, and a customer survey to provide feedback on performance of technicians.

ExecuTrain, Mobile, AL (part-time)**2/96-2/97**

Trainer and Business Skills Facilitator-Conducted detailed PC applications training and business skills seminars both on-site and in the local training center.

- Consistently received top ratings on student critiques.
- Selected and certified as one of the first 15 "Business Skills Facilitators" in the company worldwide.

LifeStyles Marketing Group, Mobile,**9/94-2/96**

Senior Account Representative-Sales/service of life/health insurance plans for individual and corporate accounts.

MetLife, Mobile, AL**1/94-7/94**

Account Representative- Sales and service of life and health insurance and annuities.

- Awarded the MetLife Quality Award

Education & Training and Civil Engineering career fields. Assignments included:

Quality Consultant and Quality Advisor, HQ Air Mobility Command, Scott AFB, IL

- Developed, deployed, and facilitated new TQM training courses for a command of 125,000 personnel at 22 bases worldwide. Advisor to general officers and base quality advisors on TQM issues.
- Revised existing curriculum, resulting in more effective training and positive feedback from field personnel. Established training processes to efficiently deploy and evaluate training.
- Authored/presented paper entitled “Quality in Air Force Education and Training” for the initial Worldwide Quality Symposium (attended by Stephen Covey and leaders in the quality field).

Executive Officer, Section Commander, Curriculum Manager, and Faculty Advisor, Academic Instructor School, Maxwell AFB, AL (selectively-manned organization)

- Selected as the first-ever Executive Officer to the Commandant; led the way in total reorganization of the only instructor-education school of its kind and an “Outstanding” rating on the biennial Inspector General (IG) evaluation. Managed 35 staff and faculty personnel.
- Managed several curriculum areas and was selectively assigned as an off-site consultant for numerous training consultations and training programs for both DoD and civilian clients.
- Developed and presented the Center for Professional Development mission briefing and was lead member of the Air University Command Briefing Team, routinely presenting to foreign dignitaries, US senators and representatives, cabinet members, and other high-level military and civilian leaders.
- Selected to serve as a command IG team member to evaluate the effectiveness of other Air University schools and training programs.

Staff Civil Engineer, Budget Officer, Deputy Base Commander, and Base Inspector, Pirinlik AS, Turkey

- Implemented system of accountability for 35 cost centers and a \$2 million operations budget, saving over \$200,000 in one year. Managed 35 cost center managers.
- Managed a \$4 million base maintenance contract and was labor relations liaison between the USAF and the local Turkish labor union. Supervised seven contract inspectors.

Chief of Curriculum Research & Development, Curriculum Area Manager, and Flight Commander, USAF Officer Training School (OTS), Lackland AFB, TX (selectively-manned organization)

- Project officer for the biennial pre-commissioning/initial education curriculum conference hosted by OTS which was “most effective ever;” awarded the AF Achievement Medal.
- Developed the first formal instruction in the Air Force on the subject of fraternization; after attending the class, the Air Force Judge Advocate General rated it “the best explanation on the subject I’ve ever seen” and incorporated it into the JAG school curriculum. This class was also incorporated into all Air Force pre-commissioning programs.
- Revised curriculum in the leadership & management, professional knowledge, and communications skills areas, improving ratings and validity and reliability of evaluations.

Chief, Industrial Engineering Branch, and Squadron Commander, Grand Forks AFB, ND

- As management consultant to the base civil engineer, conducted numerous studies resulting in cost savings and improved efficiency. Excelled as an O-1 in an O-4 position. Squadron Commander over 800 military/civilian personnel.

Conference Proceedings and Presentations:

TEDx Talk. (2021, March). Systems Thinking is Not Optional--Lessons from a Pandemic. *TEDx Regional Conference*. Lake Junaluska, NC. https://www.ted.com/talks/steven_woodsmall_systems_thinking_is_not_optional_lessons_from_a_pandemic.

Woodsmall, S., and Antoine-Lewis, N. (2014, April). Transformational leadership and effective teaching: A comparison. *Presentation at The International Academy of Business And Public Administration Disciplines (IABPAD) 2014 Spring conference*. Dallas, TX

Woodsmall, S. (2013). Transformational leadership and organizational effectiveness. *Presentation at The International Academy of Business and Public Administration Disciplines (IABPAD) 2013 Winter Conference*. Orlando, Florida.

Woodsmall, S. (1991). Quality in Air Force education and training. *White Paper presented at the 1991 Worldwide Quality Symposium*, Montgomery, Alabama.

Publications:

Woodsmall, Steve. (2011). *It Beats Eatin' Lizards: Lessons Learned in Life and Leadership*. Bloomington, IN: Xlibris Publishing. ISBN 1-4568-6136-0

Awards and Honors:

- Company Grade Officer of the Year, Center for Professional Development, 1991
- Awarded highest Air Force instructor rating, "Master Instructor," 1985
- Outstanding Young Men of America, Jaycees, 1983 and 1985
- Outstanding Airman of the Year, Scott AFB, 1978 and 1979
- Meritorious Service Medal (2 awards)
- "Hoosier Scholar," Indiana State Scholarship Commission, 1974

Skills and Qualifications:

- Myers-Briggs Type Indicator qualified, 2007
- Outstanding facilitation and presentation skills

Other Interests

- Member, Transylvania County Planning Board, 2017- 2020
- Member, Transylvania County (NC) NAACP 2017-present
- Member, Academy of Management (AOM)
- Member, International Society for Performance Improvement, Capella Chapter
- NCHSAA Basketball Official, formerly NCAA, NAIA, and NJCAA
- Certified in SCUBA
- Gold Medalist, NC State Senior Games (Golf) 2016