

DOUGLAS A. HENSLER, PH.D., P.E.

**W. Edwards Deming Distinguished Professor of Management
University of Colorado at Boulder**

September 2004

OTHER CURRENT CAPACITIES:

- Co-Executive Director, Robert H. and Beverly A. Deming Center for Entrepreneurship, University of Colorado at Boulder
- Executive Director, Multinational Alliance for the Advancement of Organizational Excellence
- Academic Board, e-TQM College, Knowledge University, Dubai, UAE
- Adviser to the Special Adviser team to Scottish First Minister Jack McConnell
- Board of Directors, Fulfillment Corporation of America, Portland, Oregon
- Editorial Boards:
 - ♦ *International Journal of Business Governance and Ethics*
 - ♦ *International Journal of Innovation and Technology Management*
 - ♦ *Measuring Business Excellence*

FIELDS OF INTEREST, TEACHING AND RESEARCH INTERESTS:

- **FINANCE AND ECONOMICS:** Value Creation, Valuation of Intellectual Capital, Finance Theory, Engineering Economy, Markets – competition, oligopoly, and monopoly, Corporate Finance, Investments, Microeconomics, New Growth Theory, Initial Public Offerings, Small Business Finance, Capital Structure Theory, Corporate Control, Emerging Capital Markets
- **MANAGEMENT:** Value Creation, Intellectual Capital Development, Knowledge Management, Entrepreneurship, Innovation, Quality Management, Strategic Management, Methods of Quality Improvement, Change Management, and the Learning Organization

EDUCATION:

- Ph.D., Finance, University of Washington, December 1989
- M.B.A., University of Portland, May 1981
- B.S.E., Princeton University, June 1969

MANAGEMENT AND BUSINESS EXPERIENCE:

- Precision Castparts Corp., Portland, Oregon
 - ♦ Process & Control Engineering Manager April 1982-September 1983
Managed 8 engineers and 4 technicians and a budget of \$400,000
Directed applied technology innovation efforts under DoD contract
 - ♦ Production Superintendent February 1981-April 1982
Managed production departments totaling 250 supervisors and craftspeople and a budget of \$7.5 million
 - ♦ Plant Quality Manager October 1980-February 1981
Managed 40 engineers, supervisors and inspectors and a budget of \$2.0 million
 - ♦ Quality Engineering Manager November 1979-October 1980
Managed 7 engineers and 5 technicians and a budget of \$300,000
- Bingham-Willamette Co., a Division of Guy F. Atkinson Corp., Portland, Oregon
 - ♦ Assistant Manager, Quality Assurance May 1975-November 1979
Managed 50 engineers, supervisors and inspectors and a budget of \$1.7 million
 - ♦ Quality Assurance Supervisor August 1974-May 1975
Managed 8 engineers and 3 technicians and a budget of \$200,000
 - ♦ Quality Assurance Engineer May 1971-August 1974
- McDonnell-Douglas Astronautics Corp., Huntington Beach, California
 - ♦ Associate Engineer/Scientist July 1969-August 1970

ACADEMIC EXPERIENCE:

- University of Colorado at Boulder (7/97 to present)
- Vienna University of Technology (Visiting, 1999 and 2003)
- Université de Versailles - Saint Quentin en Yvelines (Visiting 2002)
- Arizona State University (Visiting, 8/96 to 6/97)
- University of Texas at Arlington (6/91 to 6/97)
- University of Portland (8/87 to 5/91)
- University of Washington (R/A, T/A, and PhD Student 9/83 to 8/87)

CONSULTING/TRAINING RELATIONSHIPS:

- Louisiana-Pacific Corporation • Sulzer-Bingham
- American Airlines • Electric Generating Authority of Thailand
- Texas Utilities • Sporlan Microsystems, Inc.
- Fulfillment Corporation of America (gratis as board member)
- Micro Motion, Inc., a division of Emerson

REFEREED JOURNAL ARTICLES:

- "The Kids are Bickering and Sniping: Missteps in Collaborative Management,"
Managerial Auditing Journal, Vol. 17, No. 7, 2002.
- "Modeling BEST Business Excellence: The Beginning," Douglas A Hensler and Rick Edgeman, *Measuring Business Excellence*, Vol. 6 No. 2, 2002, pp. 49 - 54.

- “Knowledge Dissemination and the Advancement of Organizational Excellence,” with John Dalrymple, Rick Edgeman, and Faizul Huq, *Quality Engineering*, Vol. 14, No. 2, pp. 307-312, 2001.
- “The AΩ Chronicle: Earth@Omega or Sustainability@Alpha,” with Rick Edgeman, *TQM Magazine*, Vol. 13 No. 2, 2001, pp. 83-90.
- “A simulation analysis of factors influencing the flow time and through-put performance of functional and cellular layouts,” with Faizul Huq and Zubair Mohammed, *Integrated Manufacturing Systems*, Vol. 12 No. 4, 2001, pp. 285-295.
- “East Meets West: Weaving the Threads of Deming, da Vinci, and the Tao Te Ching,” with Rick Edgeman and Jose-Luis Guerrero-Cusumano, *Total Quality Management*, Vol. 11, No. 4, 2000, pp. S501-S508.
- “The Performance of Initial Public Offerings in the Mexican Stock Market, 1987-1993,” with Martin Herrera and Larry Lockwood, *Journal of International Money and Finance*, Vol. 19, No.1, 2000, pp. 93-116.
- “Next-generation quality management: multinational, multidisciplinary and performance-focused,” with John Dalrymple, Rick L. Edgeman, Mark Finster, Jose-Luis Guerrero-Cusumano, and William C. Parr, *The TQM Magazine* Vol. 11, No. 3, 1999; pp. 138-141.
- “A White Paper: Quality at the Crossroads of Organizational Excellence and the Academy,” with John Dalrymple, Rick L. Edgeman, Mark Finster, Jose-Luis Guerrero-Cusumano, and William C. Parr, *Quality Engineering* Vol. 12, No. 1, 1999-2000, pp.97-104.
- “The Nature and Persistence of Initial Public Offering Aftermarket Returns Predictability,” *Review of Quantitative Finance and Accounting* Vol. 10, No. 1, 1998, 39-58.
- “The Survival of IPOs in the Aftermarket,” with Ron Rutherford and Tom Springer, *Journal of Financial Research* Vol. 20, No. 1, Spring 1997, pages 93-110.
- “The Over/Underpricing of Initial Public Offerings,” *Review of Quantitative Finance and Accounting* Vol. 6, No. 3, 1996, pp. 233-243.
- “Treasury Bill Auction Announcements and the Transitory Positive Tuesday Return in the Treasury Bond Market,” with Bahram Adrangi, *Applied Financial Economics* Vol. 5, 1995, pp. 301-307.
- “Litigation Costs and the Underpricing of Initial Public Offerings,” *Managerial and Decision Economics* Vol. 16, No. 2, March-April 1995, pp. 111-128.
- “Money Supply Announcements and Stock Prices,” with Bahram Adrangi, *Journal of Economics and Finance* Vol. 13, No. 3, Fall 1989, pp. 201-208.

REFEREED PROCEEDINGS ARTICLES:

- “Value Creation: Knowledge Flow, Direction, and Adaptation,” forthcoming, 5th International CINet Conference, Sydney, Australia, September 2004.
- Bridging Aim and Outcomes: A Simple Approach to Strategy Best Practice,” 9th International Conference on ISO 9000 and TQM, Bangkok, Thailand, April 2004.

- “Golden COD: Creating, Operating, and Destroying,” with Wayne Kirschling, 8th International Conference on ISO 9000 and TQM, Montreal, Canada, April 2003, won best paper award.
- “Job Cooperation in a Competitive Workplace and Market: A Case Study,” with Angela Boheim and Kelly McVey, 2nd International Conference on Cooperation and Competition, Växjö, Sweden, September 2002.
- “Information/Knowledge Flow and Value Creation: The Nexus of Contracts, Transactions Costs, and the Velocity of Thought,” with Faizul Huq, 3rd International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, Ayr, Scotland, September 2002.
- “Utilization of Operational Data and Information for Knowledge Creation in the Continuously Improving Supply Chain,” with Faizul Huq and Sanjay Asnani, 3rd International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, Ayr, Scotland, September 2002.
- “Simulation Study of a Two-Level Warehouse Inventory Replenishment System,” with Faizul Huq, Seventh Asian-Pacific Decision Sciences Institute Conference, Bangkok, Thailand, July 2002.
- “Modeling *BEST* Business Excellence: The Beginning,” with Rick Edgeman, 2nd International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, Versailles, France, September 2001.
- “Cooperation in the Competitive Environment of New Growth Economics,” forthcoming, 1st International Conference on Cooperation and Competition, Växjö, Sweden, November 2000. Won best paper award.
- “The AΩ Chronicle: Earth@Omega or Sustainability@Alpha,” with Rick Edgeman, 1st International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, August 2000, Estes Park, Colorado.
- “Total Quality Management in Higher Engineering Management Education,” with Walter Mayrhofer and Gerold Patsak, 1st International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, August 2000.
- “Living Apart Together,” with Rick Edgeman and Jan Jonker, Environmental Resource and Performance Conference, June 2000.
- “At Death’s Door: A Case Study of Transforming the Corporation from Near Demise to Entrepreneurial Juggernaut,” with Art Dawson, 4th International and 7th National Conference on Quality Management, Sydney, Australia, February 2000.
- “Affecting Change through Entrepreneurial Engineering: A Case Study,” with Art Dawson, American Society for Engineering Management, October 1999.
- “Performance Rewards and Employee Risk,” 3rd International and 6th National Conference on Quality Management, Melbourne, Australia, February 1999.

INVITED ARTICLES AND BOOK FORWARDS:

- “Why is it difficult to succeed with quality improvements?” Douglas A. Hensler and Bengt Klefsjö, forthcoming, *Measuring Business Excellence*, forthcoming, Vol. 8 No. 3, 2004, pp. 49 - 54.

- Forward to *Five Essays on Quality Management* by Kevin Foley, Consensus Books, Sydney, Australia, 2004.

INVITED KEYNOTE ADDRESSES:

- “Bridging Aim and Outcomes: A Simple Approach to Strategy Best Practice,” 9th International Conference on ISO 9000 and TQM, Bangkok, Thailand, April 2004.
- “International, Regional, and Organizational Cooperation for Competitive Growth,” 3rd International Conference on Cooperation and Competition, Växjö, Sweden, September 2003.
- “Golden COD: Creating, Operating, and Destroying,” 8th International Conference on ISO 9000 and TQM, Montreal, Canada, April 2003.
- “Applying the Margulis Manifesto: Cooperation as an Evolutionary Process”, the 2nd International Conference on Cooperation and Competition, Växjö, Sweden, September 2002.
- “Management (and Change) Is Simple, Just Not Easy,” the 7th International Conference on ISO 9000 and TQM, Melbourne, Australia, April 2002.
- “The Kids Are Bickering: Missteps in Collaborative Management,” forthcoming, the Sixth International Conference on ISO 9000 and TQM, Ayr, Scotland, April 2001.”
- “Innovation and Increasing Returns: Knowledge, Markets, Cooperation, and Imagination,” 5th International and 8th National Conference on Quality and Innovation Management, Melbourne, Australia, February 2001.
- “Move Over TQM, IC and KM Are Taking Over: So What’s New?” Fifth International Conference on ISO 9000 and TQM, Singapore, April 2000.
- “Creating the Future: Innovation and Nation Building,” the Fourth International Conference on ISO 9000 and TQM, Hong Kong, April 1999.”

RESEARCH IN PROGRESS:

- “Deploying Sustainability: QFD and the BEST Paradigm,” under review, *International Journal of Quality & Reliability Management*, with Rick Edgeman and Glenn Mazur.
- “The Continuously Improving Supply Chain: Using Operational Data and Information for Knowledge Creation” with Faizul Huq and Sanjay Asnani.
- “QFD and the BEST Paradigm: Deploying Sustainable Solutions,” with Rick Edgeman and Glenn Mazur.
- “A Transaction Cost Theoretic Approach to Technology Sourcing for the OEMs of the Twenty-First Century,” with Faizul Huq and Francine Maubourguet.
- “Leadership, Innovation, and Value Creation for Emerging Economies,” Invited paper for TQM Magazine.
- “Economics and Total Quality Management.”
- “Performance Rewards: More Than They Are Cracked-Up to Be.”
- “Bottleneck Machines and Scheduling Problems in a Hybrid Cellular Layout,” with Faizul Huq.
- “What Contributes to the Success of Benchmarking Projects in The Manufacturing Environment: A Survey of Successful and Unsuccessful Endeavors,” with Faizul Huq.

INVITED SEMINARS AND PRESENTATIONS:

- “Creating the Innovating Learning Organization,” University of Western Sydney, September 21, 2004.
- “Deming and Beyond,” Luleå University of Technology, Luleå Sweden, June 3, 2004.
- “Bridging Aim and Outcomes: Strategy for the Learning Organization,” executive seminar, Electricity Generating Authority of Thailand, April 2004.
- “Leadership and Excellence,” Luleå University of Technology, Luleå Sweden, September 8, 2003.
- “Deming and Beyond,” Tutorial, 8th International Conference on ISO 9000 and TQM, Montreal, Canada, April 2003.
- “World Class Organizations in the Knowledge Community: Competing with Quality, Strategy, & Value Creation,” Congress on TQM’s role in Globalization and the Knowledge-Based Community, Dubai, UAE, March 19, 2003.
- “World Class Public Service,” Federal Emergency Management Agency, Denver Region, February 6, 2003.
- Invited panel discussant with Demetri Coupounas, founder of GoLite outdoor wear, and Jared Polis, Named an Ernst and Young Entrepreneur of the Year for 2000 and who founded, funded, and/or run several high-tech start-ups including Bluemountain.com, American Information Systems, Inc., Proflowers.com, and Dan's Chocolates, October 2002.
- “Discovery: The Nature of Man, Strategy, Structure, and Performance Outcomes,” E.S.C. Pau Groupe Masters Program, May 2002.
- “The Nature of Man, Organisation Strategy and Structure, and Performance Outcomes,” University of Western Sydney, March 2002.
- Invited two-day presentation of four modules on innovation, Université de Versailles - Saint Quentin en Yvelines, France, January 2002.
- “Innovation, Emerging Economies, and Nation Building,” Hong Kong University of Science and Technology, May 2000.
- “Organization Change Management,” executive seminar, Electricity Generating Authority of Thailand, May 2000.
- “Research and the Doctoral Student,” Royal Melbourne Institute of Technology, Melbourne Australia, February 2000.
- “Innovation and Value Creation,” the Bechtel Corporation, North American Headquarters, Houston Texas, May 1999.
- “Innovation and Emerging Economies,” Monterrey Business Community, Monterrey Mexico, February 7, 1999.
- “TQM, the Learning Organization, and Innovation,” ITESM, Monterrey Mexico, February 6, 1999.
- “The Predictability of IPO Stock Returns,” Texas A&M University, 1995.
- “The Predictability of IPO Stock Returns,” Texas Christian University, 1994.
- Invited panel discussant, “Focus Group on Finance Curriculum” sponsored by John Wiley & Sons, Inc. at the Western Finance Association, June 17-20, 1990.

INTERNATIONAL DOCTORAL DISSERTATIONS:

- Raine Isaksson, Luleå University of Technology, supervisor Dr. Bengt Klefsjö, Luleå, Sweden, 2004.
- Thomas Bagot, Macquarie University, supervisor Dr. Robert Hunt, Sydney, Australia, 2003.
- Roger Jenkins, University of Western Sydney, supervisor Dr. Ross Chapman, Sydney, Australia, 2001.

COURSES TAUGHT:

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|-------------------------------|--|
| • Corporate Finance | • Quality, Strategy and Value Creation |
| • Finance Theory | • Methods for Quality Improvement |
| • Advanced Financial Analysis | • Engineering Analysis |
| • Investments | • Engineering Economics |
| • Business Economics | |

GRANTS:

- Louisiana-Pacific Scholar-in-Residence Grant, 2000.
- Louisiana-Pacific Scholar-in-Residence Grant, 1999.
- University of Texas at Arlington summer research grant, 1993.
- University of Texas at Arlington summer research grant, 1992.

AWARDS:

- Best Paper Award at the 9th International Conference on ISO 9000 and TQM, Bangkok, Thailand, April 2004 for "Bridging Aim and Outcomes: A Simple Approach to Strategy Best Practice."
- Best Paper Award at the 8th International Conference on ISO 9000 and TQM, Montreal, Canada, April 2003 for "Golden COD: Creating, Operating, and Destroying," with Wayne Kirschling.
- Best Paper Award at the 1st International Conference on Cooperation and Competition, Växjö, Sweden, November 2000, for "Cooperation in the Competitive Environment of New Growth Economics."
- W. Paul Green Memorial Award for Excellence in Graduate Teaching, 1994-1995, University of Texas at Arlington.
- Outstanding Paper in Investments at the Midwest Finance Conference, April 4-6, 1991, sponsored by the American Association of Individual Investors (AAII), for "Litigation Costs and the Underpricing of Initial Public Offerings."

PROFESSIONAL ACTIVITIES:

- International Advisory Board, 5th International CINet Conference, Sydney, Australia, September, 2004.
- International Organising Committee, 9th International Conference on ISO 9000 and TQM, Bangkok, Thailand, April 2004.
- Invited Initiating Editor, *International Journal of Applied Strategic Finance*, MCB University Press, Bradford England.

- Advisory Board, e-TQM College, Knowledge University, Dubai, UAE.
- Board of Directors, Fulfillment Corporation of Amercia.
- Co-Editor, *Measuring Business Excellence*, publication of the MCB University Press, Bradford England, term ends September 2003.
- Invited initiating Editor, *International Journal of Applied Strategic Finance*, a publication of the MCB University Press, Bradford England.
- Executive Director and Co-Founder, Multinational Alliance for the Advancement of Organizational Excellence.
- Conference Program Committee – 2003 International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, Melbourne, Australia, October 2003.
- International Organising Committee, 8th International Conference on ISO 9000 and TQM, Montreal, Canada, April 2003.
- Conference Program Committee – 2002 International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, Ayr, Scotland, September 2002.
- International Organising Committee, 7th International Conference on ISO 9000 and TQM, Melbourne, Australia, April 2002.
- Conference Program Committee – 2001 International Research Conference of the Multinational Alliance for the Advancement of Organizational Excellence, Versailles, France, September 2001.
- International Organising Committee, 6th International Conference on ISO 9000 and TQM, Ayr, Scotland, April 2001.
- Conference Organising Committee – 5th International and 8th National Australian Conference on Quality and Innovation Management, Melbourne Australia, February 2001.
- Co-chair, 1st International Conference of the Multinational Alliance for the Advancement of Organizational Excellence, August 2000.
- Conference Technical Committee, 5th International Conference on ISO 9000 and TQM, Singapore, April 2000.
- Conference Program Committee – 4th International and 7th National Australian Conference on Quality Management, Sydney Australia, February 2000.
- Conference Program Committee - 1995 Eastern Finance Association meetings.
- Conference Program Committee - 1993 Midwest Finance Association meetings.

EDITORSHIPS:

- Co-Editor, *Measuring Business Excellence*, 2000-2003.

EDITORIAL BOARDS

- *International Journal of Business Governance and Ethics*
- *International Journal of Innovation and Technology Management*
- *Measuring Business Excellence*

JOURNAL REFEREE:

- Journal of Financial and Quantitative Analysis
- Review of Quantitative Finance and Accounting
- Journal of Multinational Financial Management
- The International Journal of Finance
- Financial Management
- Journal of International Money & Finance

PROFESSIONAL REGISTRATIONS AND MEMBERSHIPS:

- Registered Professional Engineer (California - Quality Engineering)
- Co-Founder, Multinational Alliance for the Advancement of Organizational Excellence
- American Finance Association
- Society for Financial Studies
- Financial Management Association
- Western Finance Association

SERVICE: *COMMUNITY*

- Invited Participant, The 2nd Juran Summit on Leadership in Quality, June 15-17, 2004, Minneapolis.
- Invited Participant, The Juran Summit on Leadership in Quality, June 25-27, 2002, Minneapolis.
- Volunteer with Families First child abuse prevention and help center - consulting in the implementation of a TQM system, 1997-2000.

SERVICE: *PROFESSIONAL*

- Executive Director, Multinational Alliance for the Advancement of Organizational Excellence.
- Invited Participant, The Summit with Dr. Joseph Juran, June 2002, Minneapolis.
- Chaired research session 5th International and 8th National Research Conference on Quality and Innovation Management, Melbourne, Australia, February 2001.
- Chaired research session "Quality Leadership in SMEs," 5th World Congress For Total Quality Management June 2000.
- Chaired the session "Service Quality Issues," 4th International and 7th National Australian Conference on Quality Management, February 2000.
- Chaired the session "Cost of Quality Issues and R&D," 3rd International and 6th National Australian Conference on Quality Management, February 1999.
- Discussed the paper, "Managers' Incentive and Returns to Shareholders of Acquiring Firms," at the October 1996 meetings of the Financial Management Association in New Orleans.
- Chaired the session "Market Anomalies," at the April 1995 meetings of the Eastern Finance Association in Hilton Head Island.
- Discussed the paper "The Goal of the Firm and the Ownership Conundrum" by Larry Merville at the September 1994 Texas Finance Symposium at the University of North Texas.
- Discussed the paper "Capital Structure and Ownership Distribution of Tender Offer Targets," at the April 1994 meetings of the Eastern Finance Association in Boston.
- Discussed the paper "The Tax-Based Motive for Underpricing Initial Public Offerings," at the November 1993 meetings of the Southern Finance Association in New Orleans.

- Chaired the session “Leveraged Buyouts, Recapitalizations, and Tender Offers,” at the October 1992 meetings of the Financial Management Association in San Francisco.

SERVICE: *INSTITUTIONAL*

- Co-Executive Director, Robert H. and Beverly A. Deming Center for Entrepreneurship, University of Colorado at Boulder, 2001 to Present.
- University Committee on Student Enhancement.

HONORS:

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|--|--|---|
| • University of Washington
George W. Tyler Scholarship
Graduate School Tuition Scholarship
Michael Foster Fellowship
Boeing Fellowship | • Princeton University
Four year full tuition scholarship | • University of Portland
Election to Alpha Kappa Psi
Election to Beta Gamma Sigma |
|--|--|---|

INTERNATIONAL CONTACTS

DOUGLAS A. HENSLER, PH.D., P.E.

ASIA and AUSTRALIA

Australia

- Dr. John Dalrymple, colleague and coauthor, Director of the Center for Management Quality Research at the Royal Melbourne Institute of Technology. Through John, we can acquire access to a database that includes hundreds of European and Australian small and medium enterprises. This database is largely used to assist SMEs to improve through the use of benchmarking and idea creativity. The database can also be used for research purposes.
- Dr. Kevin Foley, ISO standards official and former Member of Parliament and a thought leader in the field of Quality.
- Dr. Ross Chapman of the University of Western Sydney, for whom I have sat as a Ph.D. student external dissertation examiner, and who an international leader in continuous innovation and a principal in the Continuous Innovation Network (CINet).
- Dr. Robert Hunt, Macquarie University, Sydney for whom I have sat as a Ph.D. student external dissertation examiner.
- Dr. Danny Samson, Head of the Department of Management, University of Melbourne.
- Dr. Mile Terziovski, Professor of Management, Director and Deputy Chair, European-Australian Co-operation Centre, University of Melbourne. Both possess international reputations for award winning research.
- Peter J. Bryar, Principal, Innovative Horticulture, Melbourne.

China

- John Wong, Adelaine Lim, and Jason Ho, principles at the Nansha IT Park. This represents an opportunity to deliver the masters degree program to the Greater Pearl River Delta Region.
- John J. Chi, Civil/Facilities Maintenance Manager, Yantian International Container Terminals Limited, Shenzhen.

Hong Kong, SAR

- Dr. Sam Ho, Independent Consultant and formerly of Hong Kong Baptist University, father of 5-S organizational techniques, which he has delivered to numerous Asian companies.
- Jason Ho, Consultant for Hong Kong University of Science and Technology (currently on leave)
- Nicolas S.Y. Yeung, Director, Hong Kong Housing Society.

Japan

- Dr. Yoji Akao, co-founder of Quality Function Deployment and for whom the top global prize in QFD is named.
- [Professor Yoshio Kondo](#), Professor Emeritus of Koyoto University, with whom I serve on the Advisory Board of the eTQM College in Dubai, UAE (<http://www.etqm.net/advisory.html>).

Singapore

- Dr. Swee Sum Lam, former Vice Dean and professor in the Department of Finance and Accounting at the National University of Singapore, a former PhD colleague who can provide access to Pacific Basin research.

Thailand

- Mr. Kraisi Karnasuta, Depute Governor of Electricity Generating Authority of Thailand. A potential source for students from Thailand.
- Mathew Peris of Seagate Technology, a former student presently posted to Thailand.

LATIN AMERICA

Mexico

- Dr. Humberto Cantu, Ph.D. Director of the Quality Center, Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM, aka Monterrey Tech).
- Mr. Flavio Marin, instructor at ITESM and former international executive with Proctor and Gamble.

Venezuela

- Mr. Erik Furrmeister, U.S. representative for VENTEAK, a Venezuelan hardwood flooring and decking manufacturer practicing sustainable business, and current student.

EUROPE

Austria

- Dr. Gerold Patzak, Center for Systems Planning and Project Management Vienna University of Technology, with whom we have a current teaching and student exchange program.
- Dr. Walter Mayrhofer, Danube University Krems, with whom there is the potential for an exchange program.

Czech Republic

- DR. ZDENĚK VANĚK, DCIT, PRAGUE.

England

- Dr. Pervaiz K Ahmed, Chair in Management, Wolverhampton Business School, and editor of International Journal of Business Governance and Ethics (I am a member of the editorial board).
- Dr. Mohamed Zairi, SABIC Professor of Best Practice Management and Director of European Centre for TQM, University of Bradford (see also United Arab Emirates below).
- Dr. A.M. Ahmed, ADCO Lecturer in Total Quality Management. Dr. Ahmed is also from Egypt and will tentatively be Chairing the 5th MAAOE International Research Conference in Egypt in the fall of 2004.
- Dr. Catherine Wang or Oxford Brookes University.
- Dr. Steve New, Hertford College at Oxford University.

France

- Professor Philippe Hermel, Dean of the Business School and Director, LAREQUOI Management Research Center, Université de Versailles - Saint Quentin en Yvelines.
- Dr. Annie Bartoli, Co-Director, LAREQUOI Management Research Center, Université de Versailles - Saint Quentin en Yvelines.
- Dr. Francine Maubourguet, Ecole Supérieure de Commerce de Pau.

Scotland

- DR. MIKE DONNELLY, FOUNDING DEAN OF THE PAISLEY BUSINESS SCHOOL AND FORMER PRINCIPAL SPECIAL ADVISER TO THE FIRST MINISTER OF SCOTLAND, JACK MCCONNELL (MIKE'S TERM ENDS AUGUST 31, 2003), NOW RETURNING TO THE PAISLEY BUSINESS SCHOOL.
- DR. PAUL COLESHILL, PROFESSOR OF ECONOMICS AT PAISLEY UNIVERSITY, PARTICIPANT IN LOCAL POLITICS, AND CHAIRMAN OF THE 3RD MAAOE INTERNATIONAL RESEARCH CONFERENCE.
- DR. DEREK STEWART, PRINCIPAL, BISHOP CONSULTING, GLASGOW.
- Dr. Avril Blamey, Research Fellow, University of Glasgow.
- Dr. Andy Neely, Chairman, Centre for Business Performance, Cranfield University.

Sweden

- Dr. Bo Bergman, SKF Professor of Total Quality Management, Chalmers University of Technology, Göteborg.

- Dr. Bengt Klefsjö, Division of Quality & Environmental Management Luleå Technical University, for whom I am currently sitting on a doctoral dissertation committee (defense in June 2004).
- Dr. Mosad Zineldin, Chair of Middle East & North Africa International Affairs, School of Management and Economics, Växjö University.
- Anna Dansk, Hub Director, Skandia Future Center, Vaxholm – the world's first Intellectual Capital research and development center.

MIDDLE EAST

EGYPT

- Prof. Talaat I. Rihan, Dean, Faculty of Applied Health Sciences, Supervisor of Local & International Cultural Affairs, October 6 University, Sixth of October City.

United Arab Emirates

- Major General Dhahi Khalfan Tamim, Chancellor of the e-TQM College, Dubai.
- Dr. Mansoor Al Awar, Director of the eTQM College, Dubai.
- Professor Mohamed Zairi, Dean of the eTQM College, Dubai.

The people listed above are individuals upon whom I can call for assistance. There are many others whom I have met in my international travels.