

# GRACE S. THOMSON

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## STRATEGIC HIGHER EDUCATION LEADERSHIP

- *Directed administration of 10 graduate programs including first MBA class.* ◀
- *Increased graduation rate of business students by 30% in two years.* ◀

Dynamic, innovative, and resourceful strategic leader with 20 years' experience in economic development and strategic management in Latin America and the US. Impressive background initiating and executing programs to increase learning opportunities, enhance people's satisfaction, and improve performance. Respected leader and strategist with successful career designing courses and organizational development plans. Strong academic background with MBA, BA in Economics, and soon-to-be-completed Doctor in Business Administration. Bilingual in English and Spanish. Demonstrate broad-based experience and accomplishments in:

Budget Development & Oversight  
Policy Development  
Program Development & Evaluation  
Teamwork management  
Performance Management

Program Assessment  
Strategic & Tactical Planning  
Institutional Change Initiatives  
Adult Education & Skills Building  
Quantitative Analysis  
Bilingual & ESL Education

Faculty/Staff management  
Advising and mentoring  
E-Learning & Online Teaching  
Applied Research  
Partnership building

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## LEADERSHIP STRENGTHS

- Accomplished people manager, with strong vertical and lateral management techniques who routinely facilitates knowledge-sharing, who can use relationship networks to strategically accomplish organizational goals – successfully assembled interdisciplinary management teams that have member's interests and strengths well integrated into corporate values and philosophies.
  - Led strategic team on the creation of Key Performance Indicators (KPI) based on the Balanced Scorecard Model that ensured shared governance, accountability, alignment to organizational goals, and stakeholder satisfaction.
  - Leveraged strong business background as entrepreneur and consultant to create academic partnerships with area companies, government offices, nonprofit organizations, and community leaders.
  - Enriched organizational development and educational experiences through integration of cutting-edge learning resources and instructional technology.
  - Facilitated the exchange of ideas and feedback, successfully assembled interdisciplinary management teams, and built relationship networks to improve organizational and developmental experiences.
  - Conducted competitive analyses to identify and capitalize on opportunities for market development and penetration to position academic and corporate programs as recognized leaders in the market.
  - Championed diversity and heritage through integration of diversity initiatives into the strategic plan, promotion of multicultural activities, and participation in ethnic community events. Promoted access for underrepresented groups into higher education opportunities.
  - Led program and learner outcomes assessment based on Boyer's Scholarship Model, and designed tiered models to engage organizational members in the feedback and assessment process.
  - Authored more than 15 papers in the fields of business, economic development, leadership, organizational behavior, and higher education in global contexts. (List available upon request.)
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## PROFESSIONAL EXPERIENCE

NEVADA STATE COLLEGE (NSC), Henderson, NV

2004 – Present

*State-funded four-year college with 2,200+ students, \$20M operating budget, and approximately 200 staff and faculty.*

**Business Lecturer** – Gained reputation as subject matter expert in business administration, leadership, management, and quantitative methods. Use experiential learning, technology-based instruction, reflective and critical thinking, leadership-competencies models, and outcome-based assessments to ensure learner's success and engagement in lifelong learning. Design personalized career plans based on their competencies and academic track. Advise 100+ business and bachelor of applied sciences learners for successful transition to college and corporate.

- Led the growth of the business administration program under direct supervision of the Dean's office, responsible for monitoring enrollment and retention goals. Feedback monitoring from students were integrated to institutional goals.
- Led strategic teams on the creation of Key Performance Indicators (KPI) based on the Balanced Scorecard model, that when implemented, will create a systematic set of indicators to ensure shared governance, accountability, alignment to college-wide strategic goals, and stakeholders' satisfaction.
- Led program assessment of degree programs and curriculum; co-designed new outcome-based assessment model with tiered-matrixes for analysis of artifacts.
- Championed diversity and heritage through integration of diversity initiatives into and participation in community events in the Hispanic community of the Las Vegas valley.
- Developed working partnerships with Small Business School (SBS) and SCORE (Counselors to Small Businesses in America) to provide users with free resources in management and entrepreneurship.
- Designed online learning platforms (i.e. Webcampus, e-college, e-learning, Wimba) and contributed to product enhancement through the integration of emerging technologies (Web 2.0), based on program and course objectives and users' feedback.
- Synthesized stakeholders' feedback creating an open-source initiative that contributed to increasing the information literacy skills of learners, while connecting course content to real-life scenarios.

UNIVERSITY OF PHOENIX, Henderson, NV

2005 – Present

*Private university member of Apollo Group with \$1.08B revenue and approximately 20,000 faculty members worldwide.*

**Adjunct Business Faculty** – Teach part time, presenting onsite and on-ground courses to success-driven professionals from various companies and organizations. Coach graduate students to enhance their organizational, management, leadership, and statistics skills.

- Facilitated Spanish-language MBA online courses to professionals and top managers of successful firms and government offices in Peru, Colombia, Dominican Republic, and Central America.
- Increased faculty members' effectiveness through coaching on using active learning techniques.
- Initiated addition of preparatory courses in mathematics and writing to increase success of MBA students in upper-division courses (statistics and managerial decisions) based on feedback from end-of-course evaluations.
- Assisted in testing of new virtual communication resources for in-classroom courses.
- Integrated Internet browsing and video streaming to debates and in-class discussions to enhance understanding.

SPANISH COMMUNICATION SERVICES, Henderson, NV

2005 – Present

*Privately owned and operated company that provides bilingual and multicultural solutions to corporations and individuals in the Las Vegas valley and surrounding areas.*

**Owner/Director** – Supply translation, interpretation, training, development, program design, voiceover, dubbing, localization, employee orientation services (in Spanish), train-the-trainer programs, Spanish coaching, and cross-cultural training to clients in the US, France, UK, India, and Ecuador. Clients: Greater Las Vegas Association of Realtors, Workplace ESL Solutions, Multilingual Center Services, NIIT, Inc., Nevada State College, SCORE, and Erlanger Inc.

- Provided expert advice in curriculum design of Spanish online undergraduate and graduate courses for worldwide learning technologies firm in India.
- Designed training programs and instructional materials for construction, hospitality, health services, and culinary arts industries to strengthen organizational development for business clients.
- Contributed to projects that increased the ability of global firms (academic and non-academic) to communicate with their Spanish-speaking customers, employees, and students by providing them with accurate and reliable translation and interpretation services.

UNIVERSIDAD CATOLICA DE SANTIAGO DE GUAYAQUIL, Ecuador

*The most prestigious and traditional private university in Ecuador with 10,000+ students and 500 faculty and staff.*

**General Coordinator of Graduate Studies (2000 – 2003)** – Appointed by University Council to oversee the successful operation of more than 10 graduate programs in Guayaquil, Ecuador. Provided administrative and academic management of graduate studies held on campus. Also served as Advisor to the Board of Graduate Studies on Policies and Procedures, Secretary of the Technical-Academic Commission for Graduate Studies, and Secretary of the Board of Graduate Studies.

- Developed innovative marketing plans, faculty recruitment models, compensation models, curriculum maps, and budgeting guidelines for all graduate programs.

- Maintained full accountability for the administrative and academic coordination of graduate studies held on campus.
- Conducted research in Queens, Brooklyn, and New Jersey for opening of a distance education office in New York.
- Functioned as Academic Auditor before National Board of Education, CONESUP, in evaluating academic proposals from other universities for creation of graduate programs.
- Developed innovative marketing plans, faculty recruitment models, compensation models, performance evaluation, feedback monitoring processes, curriculum maps, and budgeting guidelines for all graduate programs.
- Coordinated, documented, and monitored all laws, regulations, processes, and procedures for accreditation issued by local, national, and regional agencies.

**Interim Director of Master's of Health Management Program (2001-2002)** – Appointed by Board of Graduate Studies to manage the third MHM class at the university. Redesigned the curriculum of 24 master-level courses, recruited faculty and students and reformulated content areas to align to global healthcare environment.

- Reformulated the MHM program to include transformational leadership, performance management, Balanced scorecard models, ethics and social responsibility as core competencies of future health directors.
- Led the implementation of partnerships with local hospitals and clinics for MHM-sponsored programs.
- Conducted focus groups and competitive analysis to identify opportunities of market development to position MHM as a top-choice program in Ecuador.

**Director of MBA Programs (1999 – 2003)** – Appointed by Board of Graduate Studies to create and manage the first MBA class at the university. Performed curriculum design of 26 master-level courses, program assessment and improvement, student recruitment, and faculty hiring. Managed business plans, budgets, and funding. Created tactical design of marketing strategies for enrollment, media advertising, and brand positioning.

- Consistently recruited 25-30 graduate students each year, providing the university with biennial revenue estimated at \$200K, making it the most profitable and sustainable graduate program on campus.
- Designed unique MBA course model with a modular curriculum focused on economic environment, finances, and strategic management that increased students' marketability. Model was replicated for nine other graduate courses.
- Led the accreditation team that annually reviewed the approval of new MBA programs and secured commendations and recommendations.
- Instrumental contributor and member of strategic planning committees across campus, specifically in the graduate studies division, designing new policies and procedures that were the benchmark for other graduate programs.

**Associate Professor, Department of Economics (1990 – 2005)** – Tenured Professor of Microeconomics, appointed by the Board of Trustees of the University by recommendation of the Dean's Council of the Department of Economics. Dynamic and productive faculty member who successfully completed tenure-track roles as a teaching assistant, visiting professor, and assistant professor for six years.

- Developed course content and materials for undergraduate courses in microeconomics, accounting and economic planning using effective active teaching/learning strategies.
- Taught Microeconomics I and II, Financial Accounting, and Economic Planning to undergraduate students in the Department of Economics.
- Researcher in agricultural economics and leader of student research teams in the Department of Economics.
- Advised economics majors in the completion of their thesis on topics of labor economics, economic planning, agricultural economics and quantitative analysis.
- Contributor to departmental and college-wide committees for program assessment, professional development, student retention, and internationalization of the business and economics programs.
- Mentored junior faculty and teaching assistants recruited by the Department of Economics.

BUSINESS AND ACADEMIC CONSULTANT, US and Ecuador

1999 – Present

*Offer strategic support to various private, public, and nonprofit organizations with thought leadership and innovative solutions to increase organizational effectiveness.*

**Independent Consultant** – Provide economic development evaluation and analysis of social and economic impact of projects in rural and disadvantaged areas. Assist private firms in aligning objectives and goals to performance indicators to improve financial performance. Aid public firms in implementing strategic planning to satisfy community expectations and government employees' satisfaction through feedback processes conducted through focus groups and surveys. Collaborate with board members and top management teams to diagnose critical needs of stakeholders. Clients: Interamerican Development Bank, FUNDAR, OXFAM-Ecuador, ECLOF, and Latin Chamber of Commerce in Las Vegas.

**Engagements:**

- **Consultant in Economic Development:** Pre-feasibility stage analysis for FUNDAR Ecuador to obtain international funding of \$600K economic development project in rural Ecuador.
- **Advisor to Vice Governor of Guayas, Ecuador:** Consultant and financial advisor on strategic planning for Institutional Strengthening Plan for the Governor's Office of Guayas.
- **Agro-industry, Local Development, and Empowerment Study:** Research and assessment of rural organizations for Labor Reconversion in Guayaquil Project sponsored by Universidad Catolica de Guayaquil and funded by FOMIN-IADB.
- **Curriculum Development:** Review and redesign of courseware for business and administration courses to align them with course outcomes and goals for NIIT, Inc. India, Universidad Catolica de Santiago de Guayaquil, and Workplace ESL Solutions.
- **Corporate Trainer:** Executive training in finance, management, and accounting for small enterprises. Clients: Fundacion Huancavilca, Torres & Asociados, and FUNDAR.

FUNDAR- FUNDACION DE DESARROLLO AGRICOLA Y RURAL. Babahoyo, Ecuador 1993-2000  
*FUNDAR is a non-for profit organization operating in rural Ecuador, managing international NGO's grants for rural finances for short-cycle agricultural products, with a loan portfolio of more than \$500,000 for 1,000 small producers.*

**Agricultural Economist-** Designed and coordinated the execution of rural development projects in Ecuador, South America integrating components of credit and technical assistance components.

- Designed and supervised application of surveys for agricultural studies related to rural consumption, commercial linkages and technical practices in rural areas, presenting reports for funding organizations.
- Formulated forecasting models for price and production to assess risk in areas of activity of the foundation and reported outcomes of cost/benefit analysis to the C-team.
- Co-designed and managed rice and corn commercialization programs in rural areas enabling approximately 500 producers to sell in the Board of Trade and created a prices information system that enabled perfect information between supply and demand of agricultural products

FINAGRO- BANCO DEL AGRO. Babahoyo, Ecuador 1992-1999  
*BANCO DEL AGRO was a development bank focused on financing exportable agricultural commodities and managing a pioneer rural financing program in coastal Ecuador, funded by FMO (Netherlands), ACCION international, World Bank, IADB and other multilateral institutions.*

**Chief of the Technical Unit-** Evaluated the feasibility and risk of investment projects on exportable agricultural commodities and created evaluation systems to measure the impact of rural and urban microfinance programs.

- Created and managed the agricultural economics division of the bank, collected data from agricultural clients to analyze production costs and patterns of farming. Data was processed to formulate linear programming models to allocate resources to efficient crops.
- Formulated quantitative models to evaluate the risk level of the portfolio of large, medium-sized and small loans, based on rates and periods of repayment, increases in productivity, decreases in costs, and insertion in formal marketing channels.
- Designed economic development projects to seek grant-funding from several NGOs: FUNDAR, ACCION, IADB, World Bank, FMO.
- Proactive team leader of the strategic team responsible for branching and territory expansion into rural areas.
- Coordinated and prepared statistical reports for Board of Directors meetings.
- Coordinated international internships with international agronomy students from Costa Rica and U.S.

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## **EDUCATION**

UNIVERSITY OF PHOENIX, SCHOOL OF ADVANCED STUDIES (Online)  
**Doctoral Candidate in Business Administration, 2011**

UNIVERSIDAD DE ESPECIALIDADES ESPIRITU SANTO, Guayaquil, Ecuador  
**Master of Business Administration, 1999**

IOWA STATE UNIVERSITY, Ames, IA

**Certificate in Agricultural Economics, 1992**

UNIVERSIDAD CATOLICA DE SANTIAGO DE GUAYAQUIL, Ecuador  
**Bachelor of Arts, Economics, 1991**

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**PROFESSIONAL HONORS**

**iTeach Economic Development Award, 2010.** Awarded by Nevada State College for outstanding contributions to economic development of the community, students, and campus.

**Heritage Faculty Fellowship, 2007, 2008, and 2009.** Awarded by Nevada State College to instructors who have contributed to promotion of heritage and diversity. Scholarship covers costs of doctoral studies.

**Economic Development iTeach Award, 2010.** Awarded by Nevada State College to instructors who have contributed significantly to the economic development of students and the larger community.

**Outstanding International Educator of the Year:** Nevada State College, 2007

**Regents Academy,** Nevada State College Board of Regents, 2007

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**SELECTED SCHOLARSHIP**

*Author, Presenter, and Trainer in Economics, Business and Higher Education since 1990*

Good Conversations: An enhanced model to teach Business Ethics. To be presented at the International College Teaching & Learning Conference. Las Vegas, Nevada. October 11-13, 2010.

Global Risks in Higher Education: Emergence of a Risk-Based Leadership Model. Presented at 3<sup>rd</sup> International Symposium on Academic Globalization: AG2010. Published in 14<sup>th</sup> World Multi-Conference on Systemics, Cybernetics and Informatics Proceedings. June 29- July 2nd, 2010.

Interviewing- The Two-Minute Drill. Co-authored with Jim La Buda Ed.D. Teaching Preparation Journal. October 2010

Responding to Stakeholder's Critical Needs- The Integrative Model of Stakeholders' Management (IMSM). Berkeley Electronic Press- [http://works.bepress.com/grace\\_thomson/25/](http://works.bepress.com/grace_thomson/25/). January 2010.

Reviewer- Developing Entrepreneurship Curriculum in Tertiary Education: A study in Polytechnics, Ministry of Higher Education, Malaysia. Theoretical Paper. United States Association of Small Business and Entrepreneurship. September 2008.

Faculty Senate Strategy Map. An adaptation of Kaplan and Norton's Balance Scorecard Model. Nevada State College. Henderson, Nevada December 2009.

Virtual Teams as Active Learning Tools. Faculty Development. Presented at Nevada State College. August 2009.

Promoting global literacy and scholarship using E-reserve collections: A collaborative project between the School of Education and NSC Library. Fall 2008 and 2009.

Latin America, an Emerging Market. Department of International Affairs. University of Nevada in Las Vegas. October 2005, 2006, 2007, and 2007.

Global Marketing Strategy for the Internationalization of a U.S.-based University in Latin America. Berkeley Electronic Press- Selected Works of Grace Thomson. [http://works.bepress.com/grace\\_thomson/23/](http://works.bepress.com/grace_thomson/23/) September 2008.

A Financial Portfolio Strategy: Application to College of Southwest. Berkeley Electronic Press-Selected Works of Grace Thomson. [http://works.bepress.com/grace\\_thomson/15/](http://works.bepress.com/grace_thomson/15/) August 2007.

A Taxonomy of Finance Theories. Berkeley Electronic Press-Selected Works of Grace Thomson. [http://works.bepress.com/grace\\_thomson/7/](http://works.bepress.com/grace_thomson/7/) August 2007.

A Taxonomy of Global Management Theories. October 2008. Berkeley Electronic Press-Selected Works of Grace Thomson. [http://works.bepress.com/grace\\_thomson/20/](http://works.bepress.com/grace_thomson/20/) November 2007.

Agroindustria, Desarrollo Local y Poder en Pueblo Viejo. [Agroindustry, Local Development and Power in Pueblo Viejo] FUNDAR- OXFAM. Pueblo Viejo, Ecuador. August 2000.

Programa de Capacitacion y Asistencia Tecnica para pequeños agricultores de la Provincia de Los Rios y Guayas [Training and Technical Assistance Program for small farmers from the Los Rios and Guayas Province] (1993, October) Sponsor: FMO Agency for International Development of Netherlands -

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**ADDENDUM- SELECTED SERVICE**

- Lead of the Outcome Assessment Committee of the Business Administration Program- School of Education. Nevada State College. Fall 2009- current.

- Member of the Standard of Academe- Service Committee. School of Education. Nevada State College. Fall 2008.
- Member of the NSC Long-Range Strategic Marketing Committee. Spring 2009- current. Nevada State College.
- Chair of the Strategic Planning Committee of Faculty Senate. Fall 2008- current. Nevada State College.
- Member of the Faculty Advisory Committee. Center for Teaching and Learning Excellence. Spring 2007. Nevada State College.
- Member of at least 10 Search Committee- Nevada State College
- Member of the Diversity Coalition, Facilitator of Upward Bound Program (Crossroads) since 2006. Nevada State College.

### **Community Service**

#### *Service in local, regional or national boards*

- Board Member of Academy of Finance- Clark High School. Las Vegas, Nevada. Fall 2009- current.
- Liaison for working partnership with SCORE (Counselors to Small Business in America). Fall 2006- current.
- Representative of the college president to Las Vegas Latin Chamber of Commerce community events.
- Member of Human Resources Committee at SCORE (Counselors to Small Business in America). August 2010- current
- Volunteer Business Counselor with SCORE Counselors to Small Businesses in America. Las Vegas, Nevada, November 2005- current

### **International Committee work in Higher Education**

#### *Academic service in student and program assessment in Ecuador*

- Secretary of the Academic-Technical Commission of Graduate Studies. 2000-2003. Universidad Catolica de Santiago de Guayaquil, Ecuador.
- Secretary of the Graduate Studies Committee. 2000-2003. Universidad Catolica de Santiago de Guayaquil, Ecuador.
- Advisor to the Academic-Technical Commission. 2000-2003. Universidad Catolica de Santiago de Guayaquil.

### **Media and Community Outreach**

Responsible for promoting brand awareness and community presence of institutions of affiliation.

- Online Learners - Interview with Richard Lake- Las Vegas Review Journal. November 2008.
- Review Journal article – Commerce in Education: SCORE one for college Business classes. SCORE-NSC project, April 2007.

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## **ACADEMIC AND PROFESSIONAL ORGANIZATIONS**

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- ALPFA Alliance of Latino Professionals since 2010.
- The Business Association of Latin American Studies BALAS since 2010
- American Association of University Professors AAUP since 2007.
- ASA- American Statistical Association. Nevada Chapter. October 2006- Current.
- American Translators Association. February 2010- current.
- Volunteer Business Counselor- SCORE. August 2004 – current.
- USASBE- United States Association of Small Business and Entrepreneurship. Spring 2008-current.
- Society of Industry Leaders. May 2007 - current

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## **TECHNOLOGICAL SKILLS**

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- E-learning platforms: Blackboard Webcampus®, Wimba® Classroom, E-college, UoP rEsoure, Encounter Share It Now, Adobe® Connect, Adobe® captivate, Flash, Adobe Professional 9.0.
- Software applications for Learning: Jing- video sharing; Promethean, Whiteboard, DimDim Video Conferencing
- Web 2.0: Second Life (applications for higher education).
- Other higher education applications: DARS Audit reports, SIS Student Information Systems.
- Microsoft Office 2007® Suite- Excel, Word, PowerPoint, Project.
- Operation Systems: Windows Vista, Windows 7.0 and Mac.

- Quantitative Applications: QM® for windows, Excel QM, Megastat, ALEKS®,
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**REFERENCES LIST**

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