

JAMES R. GRIESEMER

CURRICULUM VITAE

EDUCATION

- (1) Doctor of Public Administration (D.P.A), University of Colorado, 1988
- (2) Master of Arts (M.A.), Public Administration, Northern Illinois University, 1971
- (3) Bachelor of Arts (B.A.), Political Science, Northern Illinois University, 1966
- (4) Various professional seminars, management courses, and leadership programs

PROFESSIONAL EXPERIENCE

(1) University of Denver, Denver, CO – 1990 to present

Held the following positions, each of which is described in more detail below:

- Professor and Dean Emeritus, 2004 to present
- Dean, Daniels College of Business 1994 to 2004
- President, Extended Learning Division 2000 to 2001
- Vice Chancellor of Finance / Administration (CFO of the university) 1990 –1994

Professor and Dean Emeritus, Daniels College of Business, University Of Denver – 2004 to present

Teach business strategy and strategic management at the graduate level. Courses include Business Strategy, the capstone class for the MBA program, and seminars in Strategic Management designed for CEO's and other senior-level executive leaders.

Dean, Daniels College of Business, University of Denver – 1994 to 2004

Chief executive officer of the College of Business with approximately 1500 undergraduate and 900 graduate students. The College offers three undergraduate degrees, four MBA programs, seven other graduate degrees, and a variety of professional and continuing education programs. Activities and accomplishments to date include:

- National Recognition Moved the College from an essentially local institution to a nationally ranked business school. The Daniels College of Business was ranked by The Wall Street Journal as 8th best among all regional business schools in the U.S. in 2005 and 4th among all U.S. business schools for students with high ethical standards. Daniels ranked 9th in 2004 among all regional schools and 44th among all business schools in the world in 2003. Previously ranked by Forbes Magazine as one of the top 25 regional business schools in the nation.
- Fund Raising Played a central role in raising over \$60,000,000 during the past ten years to finance a new business school building, name and endow two schools within the College, increase student scholarships, and support other enhancements to the College. Significantly expanded fundraising activities in departments throughout the college.
- Building Program Planned and implemented the construction of a 160,000 square foot, state-of-the-art business school building. Building was constructed on time and on budget. It is frequently visited by officials from other universities across the U.S. and abroad.

Professional Experience (continued)

Dean, Daniels College of Business, University of Denver (continued)

- Strategic Planning Selected by the association of business schools to teach strategic management to business schools deans across the U.S. and internationally. Co-chaired the University's original strategic plan and served on the University's ongoing senior planning committee. Led revisions to the Daniels College Strategic Plan and developed new mission and vision statements for the College.
- Accreditation Led a successful AACSB reaccreditation for the Daniels College of Business in 2000. Participated in the 1990 and 2000 NCA reaccreditations of the University. Served on an AACSB visiting committee to reaccredit a college of business at another university.
- Technology Implementation Instituted a thoroughgoing overhaul of information technology throughout the College, physically and pedagogically. Created a technology infrastructure that is among the best in the nation and moved the College to a leading position in the use of information technology.
- Enrollment Growth Increase overall enrollment in the College by 70% during my tenure as dean. Nearly doubled graduate enrollment while significantly increasing GMAT scores across eight graduate programs. Reversed a 15 year decline in undergraduate enrollment. Greatly expanded executive and professional program revenues and attendance.
- Financial Management Began tenure as dean after College experienced an unplanned \$800,000 operating deficit in 1993-94. Turned around the financial condition of the College through increased academic productivity, expansion of marketing, creation of revenue incentives, establishment of financial controls, institution of long range financial planning, and other mechanisms. Over the past 10 years, net College revenues have more than doubled. During the same period, revenues from executive education have increased ten-fold. By the end of 2004 the business school had accumulated a working surplus of nearly \$5,000,000.
- Community and Alumni Relations Greatly expanded the College's business, community, and alumni relations programs through the establishment of an Executive Advisory Board, institution of CEO dinners, business programs, industry meetings, community service activities and a significant expansion of local and national alumni events.
- Curricular Development Led the development of an integrated curricular structure which facilitates a very wide range of choice in student academic concentrations, dual undergraduate/graduate degrees, dual graduate degrees (MS/MBA), and executive programs. Changes involved altering curricula in eight degree programs.

Professional Experience (continued)

Vice Chancellor for Finance and Administration, University of Denver – 1990 to 1994

Chief Financial Officer of the University responsible for financial, business, administrative, support, and applied-research activities at the University of Denver. The position reports to the Chancellor and the Board of Trustees of the University. Accomplishments during tenure included:

- Financial Management Played a lead role in developing and implementing an overall financial turn-around strategy for the University of Denver to reverse a very difficult financial situation. Instituted new financial, budgeting, reporting and measurement processes to guide resource management decisions. Improved the University's financial ratings, refinanced existing debt under much more favorable terms, strengthened relations with the external financial community, reduced accounts receivable in all areas and significantly improved the University's cash position.
- Gainsharing Incentives Initiated a nationally-recognized program that shares additional revenue and budgetary savings between the University and academic departments. This program has produced a current aggregate departmental gainsharing surplus of over \$30 million and has significantly improved the University's financial position. Departments use these funds to support innovations, new programs, faculty and staff development, and other initiatives.
- Strategic Planning Co-chaired, with the Provost, the development of the University of Denver's Strategic Plan. This year-long process involved a number of constituencies including faculty, staff, administrators, trustees, and members of the Denver community.
- Physical Facilities Reorganized the physical plant operation and eliminated the University's \$20 million in deferred physical maintenance.
- Supporting Diversity Supervised the University's Affirmative Action Office, worked to develop policies and procedures for discrimination complaints, instituted programs to address physical barriers and supported AA/EEO/Diversity staff educational programs.

(2) City Manager, Aurora, Colorado – 1984 - 1990

Served as chief executive officer of Colorado's third largest city with a population of over 225,000. Responsible for all operations in this full service city with an annual budget of over \$200,000,000, approximately 3,000 full and part-time employees, and capital projects exceeding \$75,000,000.

(3) Village Manager, Downers Grove, Illinois – 1972 - 1983

Chief executive of rapidly growing community in the Chicago metropolitan area. Planned and directed a highly successful transition of the city from a bedroom suburb to a mixed residential, high-tech office and research center. This tax base strategy allowed an annual reduction of tax levies each year for ten years.

(4) City Manager, Pompton Plains, New Jersey 1970 - 1972

UNIVERSITY TEACHING EXPERIENCE

(1) Professor, University Of Denver 2004 – Present

Teach business strategy and strategic management at the graduate level. Courses include Business Strategy, the capstone class for the MBA program, and Strategic Management which blends organizational theory, strategic management and leadership into a course designed for present and future executive leaders.

(2) Professor, Adjunct, University Of Colorado 1989 – 1993

Taught in the Graduate School of Public Affairs, focusing in the area of public management and fiscal strategy. Taught graduate courses in Effective Resource Management for public and non-profit organizations and Local Government Management. Developed the Local Government concentration for the University of Colorado's Master of Public Administration program.

(3) Faculty Member, University of Colorado, Rocky Mountain Program 1986 - 1990

The Rocky Mountain Program is a mid-career program for senior executives in state and local government. My responsibilities covered the areas of Strategic Management, Trend Analysis, and Resource Management.

(3) Instructor, Aurora College, Aurora, IL 1978 - 1980

Instructor in Municipal Budgeting and Finance for the Advanced Management Training Program of the college. This program provided accredited training to public and private sector executives.

PUBLICATIONS

(1) Books Authored

Budgeting for Results in Government. New York: John Wiley & Sons, 1983.

Microcomputers in Local Government. Washington: International City Mgt. Association, 1983.

(2) Contributor to Books

Future Challenges, Future Opportunities. Amy Paul, ed. Washington: International City Management Association, 1991.

Managing New Technologies. Costis Toregas, ed. Washington: International City Management Association, 1985.

Effective Budgetary Presentations. Girard Miller, ed. Chicago: Government Finance Officers Association, 1982.

(3) Contributor to Monographs

Principles for Progress: Shaping The Economic Future of Colorado. Denver. University of Denver, 2006.

Telecommunications Policy in Illinois. Banovetz, James M., et.al. DeKalb, IL. Regional Development Institute of Northern Illinois University. 2005.

Promise in Peril: The Economic Future of Colorado. Denver. University of Denver, 2005

Publications (continued)

(4) Articles Authored

Academic Journals

"Microcomputers and Local Government: New Economics and New Opportunities." Public Administration Review Vol. 4, No. 1 (January/February 1984): 57 - 59.

Professional Periodicals

"The Power of Performance Measurement: A Computer Performance Model and Examples from Colorado Cities." Government Finance Review October 1993: 18 - 21.

"The Power and Persuasion of Performance Management." [an expanded variation on the article cited above] Colorado Municipalities May-June, 1993: 8+.

"Performance Measurement: Antidote for Amendment One." Colorado Municipalities March - April, 1993: 4.

"Restoring Relevance to Local Government." Public Management September, 1990: 7 - 12.

"Informing the Public: Weekly News Summaries." Illinois Municipal Review July, 1980: 8+.

"Program Budgets Make Sense" (contributed to Kathryn Grover) American City & County May 1980: 51 - 54.

"Microcomputers in Local Government." Public Management December 1982: 10+.

"Organizing a Community Drug Abuse Program." New Jersey Municipalities October, 1972: 23+.

Business and Popular Periodicals

"Colorado: state of fiscal conflict". Colorado Biz, June, 2005.

Newspapers

"Colorado Isn't Ready for Future". The Denver Post, Perspective section, August 14, 2005.

"The HAL Syndrome". The Denver Post, Perspective section, March 6, 2005.

"Panel to Explore State's Economic Crisis". Denver Business Journal, January 14-20, 2005.

"Ethics – The End Game for Business" , op-ed piece, The Rocky Mountain News, August, 2002.

(5) Editorial Boards

Editorial Board, ICMA Municipal Management Casebook Series, 1987, 1988

Editorial Board, Social Science Microcomputer Review, 1985 - 1987

SEMINARS, PRESENTATIONS AND INTERVIEWS

(1) Seminars

"Strategic Management in Accreditation." Principal seminar author and co-presenter, 2 ½ day seminar presented to business school deans and other university officials. Recently presented at: University of Wisconsin; University of Chicago; Pepperdine University; Duke University; University of Denver.

(2) Presentations

Recent presentations include "Strategy and Data" Keynote address to 250 business school deans and senior staff, Orlando, Florida, December, 2003

Seminars, Presentations and Interviews(continued)

(3) Media Interviews

Guest on Colorado Public Radio (KCFR) public affairs program “Colorado Matters.” Interviewed on the final report of the Colorado Economic Futures Panel, *Principles for Progress*, containing recommendations for fundamental changes in the fiscal decision making process for the State of Colorado, its agencies, and political subdivisions. January, 31, 2006.

Guest on Colorado Public Radio (KCFR) public affairs program “Colorado Matters.” Interviewed on the preliminary report of the Colorado Economic Futures Panel, *Promise in Peril*, outlining key issues impeding effective fiscal decision making in Colorado and its political subdivisions. September 8, 2005

OTHER PROFESSIONAL ACTIVITIES

(1) State and National Committees

Chair, Colorado Economic Futures Panel. 2004 - 2005

(2) Academic Committees

Member, ICMA/NASPAA Joint Task Force on Local Government Management Education - 1988 - 1991

Member, NASPAA Committee on Computers in Public Management. 1984 - 1986

(3) Professional Organizations

AACSB – The Association to Advance Collegiate Schools of Business

American Association of University Administrators

National Association of College and University Business Officers

American Society for Public Administration

American Management Associations

Government Finance Officers Association

International City Management Association

Colorado City Managers Association, Past President

Illinois Metro City Managers Association, Past President

GOVERNMENT PROFESSIONAL RECOGNITION

1989, City and State Magazine, one of America's leading public managers.

1989, Outstanding Public Administrator in Colorado.

1988, Federal Regional Executive Award for intergovernmental cooperation.

1988, ICMA L.P. Cookingham Award, one of the highest national peer recognition awards in city management.

1981, National Innovation Award in Municipal Finance for the development of a new budgeting system now used by a number of public organizations around the world.

COMMUNITY ACTIVITIES

Chair, Finance Committee, City of Denver Infrastructure Priorities Task Force 2006 - present
Trustee, Iliff Theological Seminary, Denver, Colorado 2005 - present
Member, Administrative Committee, University Park United Methodist Church, 2001- 2003.
Former Trustee, Colorado Symphony, 1991-1993; 1998-1999.

CONTACT INFORMATION

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