

Vita

Mark W. Phillips
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Office Address:

University of Texas at San Antonio
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EDUCATION

Ph.D., Management, Union Institute/Wright State University, November 1991
M.S., Management/Procurement Administration, Webster University, May 1983
B.S., Management, Miami University-Ohio, May 1981 (Honors)

CERTIFICATIONS

Certified Innovator Trained, University of Texas at Austin, May 2014
Certified Bostrom Outcome Directed Facilitation Instructor, Bostrom and Associates, January 2010
Certified Black Belt Instructor, Air Academy Associates, December 2007
Certified Master Black Belt Instructor, Price Waterhouse Coopers/IBM, May 2006
Certified Performance Technologist (CPT), International Society of Performance Improvement, May 2002
Certified Professional Project Manager (PMP), Project Management Institute, September 2001
Certified Professional Contracts Manager (CPCM), National Contract Management Association,
October 1993
Certified Six Sigma Master Black Belt, IBM, December 2001
Department of Defense level III certification in contracting, production, manufacturing, quality management,
and program management.
Qualification C, Consulting Psychologists Press, (met standards set by the American Psychological Association
for use of Myers-Briggs Type Indicator), July 1991
Professional Designation in Contract Management, Air Force Institute of Technology, February 1987.

NON-DEGREE EDUCATION

Master Black Belt Series, Air Academy Associates, Colorado Spring, November 2007
Master's Certificate in Project Management, George Washington University, Georgetown, Virginia, July 2001
Darden Executive Program, Darden Business School, University of Virginia
General Electric Project Leadership Program, University of New Hampshire, Durham, NH, August 1998
Ethics in Business, Michael Josephson Institute, San Antonio, Texas, August 1998
Gap Analysis, Identifying Gaps toward Accomplishing Best Practices, Air Education and Training Command,
one-week course, San Antonio, Texas, January 1998
Executive Quality Management Course, Air Education and Training Command, one-week course, San Antonio,
Texas, December 1997
Defense Acquisition Engineering, Manufacturing and Quality Assurance Course (Advanced Production &
Quality Management), Defense Systems Management College, Alexandria, VA, June 1994
Executive Post-Award Contract Administration, Air Force Institute of Technology, one-week course, Dayton,
Ohio, April 1993

AWARDS AND HONORS

Outstanding Graduate Professor, University of Texas at San Antonio, MBA Association, 2003, 2005, 2006, 2007, 2008, 2009, 2011, 2012
Outstanding Graduate Professor, Elective Course "Leadership" and Knowledge Course "Management and Organizational Behavior", University of Texas at San Antonio, MBA Association, 2003
Demadovich Award Nominee, Outstanding Continuing Education Teacher, Air Force Institute of Technology, 1993
Outstanding Teacher Honors, Center for Teaching Excellence, Michigan Technological University
Four Air Force Meritorious Service Medals, 1985, 1989, 1995, 1997, 1998
Air Training Command 1990 Nomination for the Air Force Association Gill Robb Wilson Award, criteria: contribution to national defense in field of arts and letters.
Air Force Association 1990 Hoyt S. Vandenberg Award, criteria: contribution to the field of Aerospace education or training.
Colonel Leo A. Cobb Memorial Award, 1991, Outstanding Instructor
Two Air Force Achievement Medals, 1983 and 1987
Miami University Outstanding Senior Management Major Award, 1981
Three Miami University Leadership Service Awards, 1978, 1979, 1980
Beta Gamma Sigma, The Honor Society for Collegiate Schools of Business

PROFESSIONAL AFFILIATIONS

The International Society of Performance Improvement
The Academy of Management
The National Contract Management Association
The Association of Psychological Type

WRITTEN WORKS

Phillips, Mark W., "Obtaining Worthy Performance: Value of Behavioral Engineering Models" Contract Management Magazine, June 2004
Phillips, Mark W., "The Basics of Investing and Small Business Ownership," 1995 National Property Management Association, National Education Seminar, Dallas, July 1995.
Phillips, Mark W., "Tailoring Leadership Styles by Type and Development Level," 1994 National Property Management Association, National Education Seminar, San Francisco, September 1994.
Phillips, Mark W., "Benefits to Air Force Total Quality Management by Merging Situational II Leadership and Myers-Briggs Type Indicator," Quality Air Force Symposium. Proceedings, Montgomery, AL October 1993.
Hoehl, Herbert G. and Phillips, Mark W., "Basics to Learning Curve," Advanced Production Textbook, June 1993.
Phillips, Mark W., (Editor). "Air Force Systems Command-Industrial Modernization Incentives Program." A 113-page booklet on the accomplishments of the Industrial Modernization Incentives program, September 1988.
Phillips, Mark W., "Use of the Industrial Modernization Incentive Program in Space System Production," Space-The Challenge, The Commitment. Proceedings of the Twenty-Fourth Space Congress, Cocoa Beach, Florida, April 1987, (Author/Presenter of Paper).
Phillips, Mark W., "Air Force Space Requirements," Space-The Challenge, The Commitment. Proceedings of the Twenty-Fourth Space Congress, Cocoa Beach, Florida, April 1987,
Phillips, Mark W. and Houston, Edward S., "Space System Requirements: Can Industry Meet the Challenge for Space Systems, The Impact of Space on Aerospace Doctrine, Proceedings of the Air War College, Space Power Symposium, March 1986, (Co-author/Presenter of Paper).

WORK EXPERIENCES

May 1998 – Present

United Services Automobile Association (USAA), Office of Enterprise Transformation, Enterprise Business Operations, San Antonio, Texas

Director, Core Competency Development/Process Engineering Practice Lead

As a director in Enterprise Business Operations, Enterprise Process Engineering, I have the responsibility to prioritize, assign projects and manage projects to improve the effectiveness and efficiency of major USAA processes. USAA is a 22,000+ Fortune 200 company providing financial services products to over 6 millions members. I also have responsibility to lead the training initiatives pertaining to process engineering.

Results: Responsible for Standards, Governance and Training of all USAA Process Engineering Discipline
Performed 8 Behavioral Engineering Assessments to analyze key performance opportunities in business operations.

Directed USAA's first third party India Portal migration project, \$8.5 million, 6-month technology program. First major project to develop and code software 24-hours a day.

Developed and implemented 5 major training programs: project management, contracting, business manager, case/matter management, and business process engineering.

Introduced two new corporate-wide training interventions, mentored-distance learning and use of metaphorical learning maps.

USAA project management training mentioned as “outstanding” by Harold Kerzner’s In Search of Excellence in Project Management. Training Magazine recognized our Training Department as best in class for 2002, 12th best training department internationally.

December 1997 – Present

Department of Management, University of Texas at San Antonio, San Antonio, Texas

Lecturer III

Teach graduate MBA courses in organizational behavior, strategy, and leadership and undergraduate principles courses.

Results: - Multiple "Outstanding Graduate Professor – Core Course" by MBA Student Association, four “Excellence of Teaching” and “Excellence in Course” recognitions. Conducted four distance taught courses.

January 1998 – Present

Kelley-Phillips Associates, San Antonio, Texas

Vice-President

Small consulting business on workplace disabilities. Have contracts with the Veteran’s Administration on Post Traumatic Stress Counseling and Wal-Mart on workplace injury.

July 1997 – April 1998

HQ Air Education and Training Command, Quality Management Flight, Randolph AFB, Texas

Chief, Performance Consulting

Implement modern business practices for 70,000-person Air Education and Training command. Directs efforts of nine personnel in providing education and consulting on establishing most efficient organizations, conducting performance assessment, deploying and using quality tools, benchmarking best practices, management and leadership, and commercialization of government operations.

Results: Establishment of first “Most Efficient Organization” consulting team in Command
Establishment of “Best Way” summit for benchmarking of best practices

September 1995 – July 1997

Aeronautical Systems Center, C-17 Aircraft SPO, Wright-Patterson AFB, Ohio

Program Manager, Nacelle/Engine Affordability Team

Directed \$117 million redesign affordability initiative of the C-17 aircraft propulsion system. Led 290-person division of engineers, financial analysts, contracting and manufacturing personnel to design, develop, plan, tool, fabricate, field support, develop, test and qualify a new nacelle incorporating a fixed cascade thrust reverser, inlet, accessory compartment doors, and core thrust reverser fairings. Managed scope, time, cost, quality, human resources, communications, risk management and procurement.

Results: \$360 million cost savings

Program delivered quality and schedule on time and on target

Management reserve remaining of \$6.2 million

Weight control optimized – payload capacity maintained

Developed risk management plan now used by entire C-17 program

April 1992 - September 1995

Air Force Institute of Technology, Wright-Patterson AFB, Ohio

Associate Professor/Acting Division Head, Department of Management

Prepared professional contracting and production personnel to assume critical acquisition responsibilities. Led eight faculty, GS-13s, at three DoD schools in designing, updating, and teaching the mandatory upper-level production and quality assurance course for the Defense Acquisition University. Taught the Executive Contract Administration class and in the Intermediate Post Award Contract Administration course and a frequent teacher in the Defense System Management College systems engineering courses. Conducted research and developed curriculum and course materials for graduate and continuing education courses presented to more than 2,000 students annually. Taught, evaluated, and advised students. Maintained liaison with DoD officials and other DoD schools. Conducted research and consulted on own initiative.

Results: New, three-week, Production and Quality Assurance Course, developed on time, within budget, with highest quality standards. Outstanding Professor Honors

September 1989 - April 1992

Michigan Technological University, Houghton, Michigan

Assistant Professor, Aerospace Studies: Adjunct, Humanities

Responsible for education, training, and selection of future Air Force officers. Taught the management and leadership courses, interviewed new officer candidates, responsible for the conduct of the leadership laboratory training. As an Adjunct in the Humanities Department, taught management philosophy courses, and scientific and technical writing courses.

Results: Fielded two new highly successful courses on quality management

Gained academic credit for three courses previously denied credit due to quality

Top Teacher Honors, University Center for Teaching Excellence

August 1985 - August 1989

Headquarters, Air Force Systems Command, 650th Contracting Squadron, Aerospace Industrial Modernization Office, Wright-Patterson AFB, Ohio

Group Leader, Contracting and Industrial Sector Analysis

Contracting officer and contract administration of a team responsible for studies on the United States industrial base to understand potential problems in design, production and test of future weapon systems. Supervised nine civilian engineering and contracting management professionals.

Results: Selected as U.S. delegate to People's Republic of China to explore contracting issues to help in Chinese space system production capabilities
Program lead on four benchmarking/technology transfer conferences on manufacturing, engineering and quality best practices
Developed a financial diagnostic tool for assessment of manufacturing capacity

September 1984 - July 1985

Boeing Aerospace Company, Seattle, Washington

Education-With-Industry Program, Contracting and Manufacturing Management

Hand-selected to represent Air Force at Boeing Aerospace Corporation in 10-month management development program. Focused on strategic program management and the Boeing 2000 study used to focus Boeing strategy on the 21st century.

Results: Developed Activity Based Costing plan for new air system contract proposal
Developed tailored quality assurance program for Navy anti-submarine weapon
Created subcontract management plan for Defense System Communication Satellite

November 1981 - August 1984

Air Force Weapons Laboratory, Albuquerque, New Mexico

Staff Nuclear Acquisition Manager

Led team in staff surveillance of all aspects of the laboratory's nuclear effect and test program. Developed new procurement review system for Nuclear Research Facility and TRESTLE Program.

Results: Created quick reference tracking system for all nuclear technology contracts
Led 10-year strategic programming outlook study. Adopted as vision for laboratory

SPECIAL ASSIGNMENTS

March 2008

Liu Family Foundation

Graduate Student Selection

Traveled to Shanghai and Beijing to provide presentation on UTSA's College of Business and interview students who were interested in applying to the UTSA College of Business Graduate Program

September 1987

Chinese Association of Science and Technology (CAST), Beijing, The People's Republic of China

Delegation Member

Delegation purpose was to analyze industrial modernization and contracting procedures. Delegation hosted by the Chinese Association of Science and Technology. Visited manufacturing plants and spoke at universities in Beijing, Dalian, Xiamen, Shanghai, and Guangzhou.

FACULTY OFFICES/ADVISOR

AIR FORCE INSTITUTE OF TECHNOLOGY

Faculty Hiring Subcommittee
Thesis Advisor

MICHIGAN TECHNOLOGICAL UNIVERSITY

Faculty Senate, 1990-92
Faculty and Staff Representative, 1989
Advisor, Arnold Air Society, 1989-1992, Outstanding Advisor for Area IX, 1992

PRESENTATIONS

- Phillips, Mark W., "Personality Preferences and Performance Modeling" SA Kiwanis, Jan 2014
- Phillips, Mark W., "Performance Modeling" Colonial Hills Classics Organization, Nov, 2013
- Phillips, Mark W., "Courtiership: Blending the Lessons of the Courtier to Managing One's Boss," Organizational Behavior Teaching Conference, Redlands California, July 2003
- Phillips, Mark W., "Worthy Performance: Value in Use of Behavioral Engineering Models in Teaching Performance Improvement in Organizational Behavior Courses," Organizational Behavior Teaching Conference, Springfield Massachusetts, July 2003
- Phillips, Mark W., "Use of Metaphorical Maps in Large Organizational Change Management," Organizational Behavior Teaching Conference, Springfield Massachusetts, July 2003
- Phillips, Mark W., "Process Improvement in Call Center Operations," 2001 National Certified Professional Life Underwriters Conference, San Antonio, Texas (January 2001)
- Phillips, Mark W., "The Basics of Financial Planning and Small Business Advantages," 1995 National Property Management Association, Dallas, Texas, (July 1995).
- Phillips, Mark W., and Christopher, Daniel, "Benefits of Distance Learning in Production Management Education," Academy of Management Conference, DePaul University, (April 1995).
- Phillips, Mark W., "Dazzling Types," Leadership Workshop for the North Star Chapter of National Property Management Association, Minneapolis, Minnesota, (October 1994).
- Phillips, Mark W., "Tailoring Leadership Style By Type and Development Level," 1994 National Property Management Association, San Francisco, California, (September 1994).
- Phillips, Mark W., "Psychological Tailoring of Management," Ohio National Property Management Association, Cincinnati, Ohio, (December 1993). (invited for presentation)
- Phillips, Mark W., "The Benefits to Air Force Total Quality Management by Merging Situational II Leadership and the Myers-Briggs Type Indicator," 1993 Quality Air Force Symposium, Montgomery, Alabama, (October 1993). (refereed conference)
- Phillips, Mark W., "The Myers-Briggs Type Indicator," 1993 National Property Management Association, National Education Seminar, St. Louis, Missouri, (September 1993). (invited presentation)
- Phillips, Mark W., "Air Force Space Requirements," Twenty-Fourth Space Congress, Cocoa Beach, April 1987. (refereed conference)
- Phillips, Mark W., "Use of the Industrial Modernization Incentives Program in Space System Production," Twenty-Fourth Space Congress, Cocoa Beach, Florida (April 1987). (refereed conference)
- Phillips, Mark W. and Houston, Edward S., "Space System Requirements: Can Industry Meet the Challenge for Space Systems," Air War College, Space Power Symposium, Montgomery, AL, March 1986. (selected paper)

WORKSHOPS

- "Situational Leadership II," Users and Screeners Association, Professional Development Workshop, Myrtle Beach, South Carolina, August 13-16, 1995.
- "Military Leadership and the Understanding of Subordinate Psychological Preferences," Air Force Reserve Officers Training Corps, Michigan Technological University, Houghton, Michigan, April 7, 1995.
- "Uses of the Myers-Briggs Type Indicator," Fort Gillem Directorate of Contracting, one-day workshop for 27 individuals, Atlanta, Georgia, March 1, 1995.
- "Supervisor Training in Situational Leadership II," Defense Plant Representative Office, TRW Redondo Beach CA, one-day workshop for 12 supervisors, August 26, 1994.
- "Situational Leadership II Team Building," Defense Plant Representative Office, TRW Redondo Beach, CA, half-day workshops for 80 individuals, August 24-25, 1994
- "Situational Leadership II Team Building," Defense Contract Management Area Office, Grand Rapids, Michigan, one-day workshops for 145 individuals, July 5-7, 1994.
- "Use of Myers-Briggs in Team Building," General Dynamics, San Diego, one-day workshops for 208 individuals, May 18-20, 1994
- "Situational II Leadership and the Myers-Briggs Type Indicator," Defense Plant Representative Office - Harris Corporation, half-day workshops for ninety-three individuals, April 12-13, 1994
- "Situational II Leadership and the Myers-Briggs Type Indicator," Defense Mapping Agency, Washington D.C., one-day workshop for 24 contract administrators, March 24, 1994
- "Tailoring Management Style by Group Development Level," Defense Contract Management Area Office, Atlanta, GA, TQM supervisors Meeting, one-day workshop for 35 supervisors, January 25, 1994
- "Motivation and Delegation," four-hour presentation at the Michigan Technological University Campus Leadership Symposium, February 1991.
- "How to Talk so Children Will Listen, and How to Listen so Children Will Talk," A seminar prepared by Adele Saber and Elaine Maxlish. A twenty-eight hour seminar taught for a local county extension office, January 1989.
- "Ethics in Business and Government," two-day seminar, Methodist Hospital, Philadelphia, Pennsylvania, August 1988
- "Administrative Controls as a Function of Leadership," one-day seminar, National 4H Center, Washington, D.C., June 1988