M. LOUISE WALTERS, PhDC, MM, BS, IOM
The Leadership Center
inspiring organization & leadership excellence

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RESUME ♦ CURRICULUM VITAE

EXECUTIVE PROFILE

Accomplished, performance driven, results oriented executive and PhD scholar. Deep expertise in leading nonprofit organizations and helping their leaders achieve their goals. Actively involved in growth and promotion of business and trade organizations and professional societies by working shoulder-to-shoulder with business, nonprofit, governmental, and academic leaders.

EXPERTISE

Leadership & management of both nonprofit organizations and for-profit corporations, strategy & strategic planning facilitation, training, governance, advocacy, coalition building, trouble-shooting

EDUCATION

PhD   Dissertation completion, 2019
Organization Leadership - Nonprofit Sector
School of Public Service Leadership
Capella University
Doctoral Dissertation Title:
The Social Exchange Dance: Nonprofit CEO Perceptions of Board Chairs and Organizational Impacts

Master of Management Degree   Earned, June 2012
School of Business & Management
National American University, Rapid City, SD USA

Bachelor of Science Degree - Legal Studies   Earned, May 2010
National American University, Rapid City, SD USA

Associate of Applied Science Degree - Legal Studies   Earned, May 2009
National American University, Rapid City, SD USA

RELATED EDUCATION

Interdisciplinary Science   2005 – 2006
(undergraduate coursework with public policy focus)*
SD School of Mines and Technology, Rapid City, SD USA
* Transferred to NAU's Legal Studies program after completing first year

Non-Profit Organization Executive - IOM   Earned, July 1988
(Association Management Certification)
Institutes for Organization Management
United States Chamber of Commerce at San Jose State University

Presenter, Course Co-Developer
　Management of Nonprofit Organizations – LEAD7300
　Armstrong State University, Savannah, GA

Presenter
　Creating New Human Services Organizations – HUS530
　Saint Leo University, Savannah, GA

Presenter
　Human Resources Management for Public and Nonprofit Organizations – HUS520
　Saint Leo University, Savannah, GA

Presenter
　Marketing for Nonprofit Organizations – HUS565
　Saint Leo University, Savannah, GA

M. LOUISE WALTERS

Doctoral Coursework - Capella University
Catalog Descriptions - SU2012 to WI2015

HS9960
Doctoral Dissertation

HS9919
Doctoral Comprehensive Examination

PSL-R8921
PhD Colloquium Residency Track 1

PSL-R8922
PhD Colloquium Residency Track 2

PSL-R8923
PhD Colloquium Residency Track 3

HS8003
Leading Change in Human Services
Learners in this course examine the roles, responsibilities, and professional skills of human services leaders. Learners explore the multidisciplinary approach to solving complex social problems, identify their professional strengths and weaknesses, and establish a professional development plan for improving them throughout their studies.

HS8100
Fundamentals of Social Science Research
This course introduces learners to social science research, particularly in the context of human services. Learners focus on becoming educated consumers of research and examine major concepts and techniques of social science research, including problem formulation, identification of variables, literature review, research design, sampling, definition and measurement of study variables, instrument construction, and data collection and analysis. Learners also critically evaluate published research, apply research findings to professional practice, and practice designing research studies in their field of interest.

HS8106
Epistemology of Practice Knowledge
Learners in this course examine theories that guide the acquisition of knowledge within human services professions. Learners critically analyze and evaluate the methods used to develop social science theory as a precursor to examining and applying the scientific method. Learners also study theory derivation, the link between research methods and theory, and the ways scholar-practitioners apply the scientific method. Throughout the course learners enhance their research, statistical, and data analysis skills using the latest version of Statistical Package for the Social Sciences (SPSS) software.

HS8122
Quantitative Research Methods in Public Service
In this course, learners evaluate the process of defining a research problem, purpose, and related research question(s) and apply the stages of the quantitative research design process. Topics include instrument selection, data collection and management, measurement, quantitative data analysis, and human subjects protection. Learners also analyze the ways data is used in quantitative studies and explore ethical issues associated with conducting quantitative research.

HS8123
Advanced Qualitative Research Methods in Public Service
In this course, learners evaluate qualitative research methods and designs. Learners focus on developing the skills used to synthesize information related to qualitative research methodology and examine ethical issues associated with the qualitative research process.

HS8124
Advanced Study in Research Methods in Public Service
Learners in this course analyze the relevance and appropriateness of specific research methodologies in preparation for using them in the dissertation. The course emphasizes conceptualizing, planning, and designing a doctoral research proposal and includes topics such as planning and sampling; measurement; statistical and qualitative analytic models; results planning, analysis, and interpretation; and ethical considerations.

HS8300
Diversity in the Workplace
In this course, learners review and analyze contemporary issues of diversity in the workplace. Learners compare and contrast inclusion policies; search for relevant research findings; synthesize and apply best practices for a diverse workplace; and integrate professional and ethical codes, standards, and laws in the human services work setting.

NPL7104
Leadership, Governance, and Ethics
Learners in this course integrate theories and practices of leadership and governance with the mission, vision, and values of the nonprofit organization in the context of today's complex society. Learners evaluate the relevance of leadership theories to practice, the importance of a cultural and global perspective, and ethical considerations present in a highly technological and diverse society.

NPL7208
Strategic Fund Development
This course is an introduction to the relationship between organizational philosophy and the resources necessary for fulfilling a nonprofit's goals and objectives. Learners examine the engagement of stakeholder groups, fund raising strategies, and innovative revenue development as means to fund nonprofit organizations.

NPL7304
Financial Analysis and Reporting for Nonprofit Leaders
In this course, learners investigate strategies, controls, reporting, and other requirements necessary for securing a nonprofit's financial position. Learners identify the financial analysis and reporting theories and practices employed by effective nonprofit leaders and discuss financial decision-making processes. Other course topics include collaboration with tax and legal advisors, technology use in financial analysis, and communication of an organization's financial position to stakeholders and the community.

NPL7308
Leading Resource Performance in NPOs
Learners in this course analyze the application, contribution and value of resources, human capital, and volunteerism within the nonprofit sector. Learners evaluate employee diversity, training, engagement, benefits, well-being, and succession as components of the organization's mission, vision, and values. Learners also investigate the influence of policies and practices on the environment and culture of nonprofit organizations.

NPL7608
Nonprofit Marketing, Public Policy, and Advocacy
Learners in this course discuss public policy, marketing, and advocacy in relation to the mission, vision, and values of an individual organization and within the larger nonprofit sector. Learners determine how the nonprofit organization promotes its values within diverse communities and society as a whole. Learners also evaluate opportunities for inter-organization and inter-sector collaboration to promote social justice and social change.

NPL7704
Strategy and Performance in Nonprofit Organizations
In this course, learners study strategic thinking and planning in nonprofit organizations. Learners examine the impact of environment, economics, technology, culture, structure, and function on organizational performance and the policies, practices, and tactics used to support an organization's mission and objectives. Learners also investigate and present innovative and creative solutions for organizational outcomes and performance improvement.

NPL8208
Advanced Fund Development Philosophy and Practice
In this course, learners gain an understanding of fundraising strategies and tactics by considering social value exchange and its influence on charity and philanthropy. Learners examine issues of communication, economics, technology, society, and cultural and global perspectives as they relate to fund development.

NPL8304
Collaboration, Coalitions, and Public Relations
In this course, learners evaluate opportunities for advancing social justice in relationships among business, government, religious, and nonprofit organizations. Learners explore the ways in which collaborative governance, negotiation, and communication can be applied to the growth of the nonprofit sector in today's diverse and global environment.

NPL8308
Nonprofit Legal Issues
This course covers regulatory issues, tax implications, and ethics in the nonprofit sector. Learners analyze the historical and current influence of government on nonprofit organizations; the legal issues associated with business, diversity, technology, and globalization as they interact with the nonprofit sector; and the impact of recent and pending legislation on education, health care, and other public service entities.

NPL8312
Program Evaluation and Research Application in the Nonprofit Organization Sector
This course provides an overview of the research methodologies and program evaluation tools used to determine outcomes for service recipients and organizational impact on the community. In particular, learners develop effective evaluation methods for investigating organizational accountability and communicating the value of program accomplishments to stakeholders and the community. Learners also explore the ways in which technology can be used to gather data, develop information, and evaluate performance as means to garner organizational support, advance social justice, or support societal change.

NPL8704
Innovation and Future Trends in the Social Sector
This course presents current and predicted issues, trends, and challenges associated with the future of the nonprofit sector. Learners identify the societal changes that influence the balance of power among business, government, religious, and nonprofit organizations; the impact of technology and innovation on organizational mission; and the changing role of the nonprofit leader.

SOURCE:
Doctoral Course Descriptions, Doctor of Philosophy in Human Services – Nonprofit Management and Leadership Specialization, Capella University Catalogue 2012-2013, pp. 194 - 196.
http://www.capella.edu/iGuidePA/PDF/academics/July12_Catalog_October_Addendum.pdf

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Master's Coursework - National American University
Catalog Descriptions - FA2010 to SP2012

CI6400
Information Systems for Strategic Advantage
This course focuses on the meaning and role of information technology within a business setting and offers a broad perspective of the relationship between organizational goals, information technology and strategic advantage. The student will examine the design and implementation of various information systems in order to integrate current technologies and configurations into the management decision-making and evaluation process.

CJ6100 *
Law and Public Policy
This course critically addresses the intersection among law, public policy and the role of courts as well as the impact of these disciplinary areas on the management of the organization. Topical areas will include: the structure of criminal and civil law; criminal and civil procedure; and development and trends in public policy as applied to the criminal justice system. Case study method will be applied for much of the course material.

FN6200
Finance for Managers
This course provides students with a framework for understanding and interpreting accounting and financial information. Topics include reading and interpreting financial statement information, developing budgets and using financial information to make informed managerial decisions.

LA6100
Legal Environment for Global Organizations
This course is designed to introduce students to the complexities of the legal environment for organizations doing business globally. Students will consider the law as it apples throughout the United States and in other countries. In addition, students will study international legal issues and legal and ethical decision-making across cultures.

MG6200
Marketing and Sales Management
This course provides students with an understanding of the marketing and sales process and how it impacts the operation of the organization. Students will learn to evaluate marketing and sales decisions using a variety of information sources to gather information in both a departmental and organizational context.

MT6200
Leading the Organization I: Communication/Culture/Change
This course emphasizes the leader's role in communication, culture, and change. Students will investigate how leaders utilize effective communication, build culture and encourage change to create a successful organization.

MT6250 *
Leading the Organization II: Productivity/Process/Program
This course emphasizes the leader's role in productivity, processes, and programs in a competitive global environment. Students will investigate the leadership and decision-making role of managers in the operations functions of an organization.

MT6300
Managing Human Resources
This course is an in-depth examination of selected human resource management issues from a contemporary manager's viewpoint. Topics examined include: personnel planning; employee selection; performance appraisal, training, and development; compensation; legal issues; discipline; and labor relations. The course examines these topics as they relate primarily to operational activities in organizations.

MT6320 *
Employee Evaluation and Compensation
This course is a detailed examination of employee evaluation and compensation. Topics include performance assessment, compensation/benefits philosophy, role of compensation/benefits in recruiting and retention, design of compensation plans, and assessment of the effectiveness of evaluation and compensation plans.

MT6580
International Management
This course is designed to provide students with an understanding and knowledge of international management as firms become international in scope for a variety of reasons. This course aims to cover prominent areas that are crucial for international managers to be familiar and accustomed with. The areas covered broadly in this course are a) the internationalization process of an organization; b) the impact of globalization on the nature of managing a business; c) essential skills of the global manager; d) managing the new global workforce; e) cross-cultural issues and challenges; f) political, legal and ethical challenges of international management, and g) global leadership.

MT6650
Strategy and Policy
This is a capstone course designed to integrate concepts, theories, and skills learned in other graduate core courses. The student will learn to view business challenges from the perspective of senior level management in order to develop, implement, and assess strategic planning options. The student will also learn to develop creative responses to challenges and opportunities that the organization may face.
Prerequisites: Eight graduate core courses

MT6700
Managerial Communications
This course addresses communication techniques in contemporary organizations. Students learn about the challenges that middle managers face in employing appropriate communication to resolve conflict, promote workplace efficiency, and achieve organizational goals. Students also learn how to be more effective communicators in a variety of organizational settings.

* *Indicates elective course*

SOURCE:
Master of Management Course Descriptions, National American University Catalogue 2011-2012, pp. 38-43, (courses are 4.5 credits).

EXPERIENCE – EXECUTIVE
(CEO, Executive Director, Administrator, Senior Account Executive)

Leadership development, prudent fiscal management, and front-edge re-engineering organizational practices resulted in organization turn-arounds (from imminent bankruptcy to solvency to establishment of reserve funds) for business groups and other local/state non-profit professional organizations.

Chief Executive Officer & President 2000 – present
The Leadership Center, Savannah, GA USA
Organization management and educational training firm

Administrator 2005 – 2008
Black Hills Vision, Rapid City, SD USA
Regional economic development group

Executive Director & Executive Associate 2001 – 2005
Frontiers: Forging Our Future for Community and Economic Development
Rapid City, SD USA Area Chamber of Commerce

Corporate Chairwoman & Chief Executive Officer 1988 – 2000
The MacWalters Company, Sacramento, CA USA
One of California's leading organization management firms

Executive Director 1988 – 1991
Citrus Heights, CA USA Chamber of Commerce
Citrus Heights Incorporation Project

Senior Account Executive/Communications Director/Lobbyist 1984 – 1988
The Messersmith Group, Sacramento, CA USA
California association management company

Executive Director 1976 - 1980
Pierre, SD USA Chamber of Commerce
Pierre, SD Economic Development Corporation

EXPERIENCE – SPECIALIZED
(Legislative Advocate, Director of Government Relations, & Public Policy)

Public policy emphasis in small business, manufacturing, allied health, gaming, and insurance issues. One of the first organization executives to channel the power of grassroots advocacy and develop training packages for member engagement in the political process. Established several key member grassroots networks to augment lobbyist efforts. Directed efforts of contract lobbyists and governmental relations committee volunteers. Presented testimony to various legislative and regulatory committees.

Public Policy Committee, Member 2018 – 2019
American Society of Association Executives, Washington, DC

Legislative Advocate, Lobbyist, Director of Government Relations
California State Legislature, Sacramento, CA USA 1984 – 2000

Statewide Referendum Campaign Director & Spokeswoman
Citizens for SD (statewide pro-gaming referendum & campaign), USA 1983

EXPERIENCE – PROFESSIONAL, TECHNICAL
(Director of Communications)

Developed and delivered presentations about leadership and organizations to audiences of 7 – 700. Radio and television appearances. Created and managed public information campaigns including strategy, implementation, media development (print, radio, television, electronic) and evaluation.

Director of Communications 1984 – 1988
The Messersmith Group, Sacramento, CA USA

TRAINING / TEACHING

Course subject matter expert, and team presenter for *Marketing for Nonprofit Organizations*. Graduate program.
    Saint Leo University, Savannah, GA. 2018.
Course co-developer, subject matter expert, and team presenter for *Creating New Human Services Organizations*. Graduate program.
    Saint Leo University, Savannah, GA. 2016.
Course subject matter expert and team presenter. Graduate program.
    Saint Leo University, Savannah, GA. 2016.
Course co-developer, subject matter expert, and team presenter for *Management of Nonprofit Organizations*. Graduate program in Professional Communications and Leadership.
    Armstrong State University, Savannah, GA. 2014.

Trainer of corporate executives and association managers. Topics include: member recruitment, member communications, volunteer training, financial management, internal processes, legislative advocacy, board of directors orientation and training, management audits, governance, human resources management, convention management, fund raising and staff training. Also, the state provider director for CA health insurance association: curriculum development, evaluation of existing course modules, program promotion, evaluation and selection of trainers, and awarding of continuing education credits.

AWARDS, SCHOLARSHIPS, RECOGNITIONS

Academic

Academic Excellence Award - Graduate School of Business and Management, National American University	2011 - 2012
Tschetter Award - National American University (presented annually to the graduating senior who has made the most significant contributions to the Legal Studies Department)	2010
President's & Dean's Lists - National American University	2006 – 2010
Dean's List - South Dakota School of Mines and Technology	2005 – 2006

Scholarships

Capella University – PhD Academic Recognition	2012 - 2018
Zonta – 1st annual Bunny Tyler Memorial Women in Business Award	2011
Zonta – Jane Klausman Women in Business Award	2011
National American University - Academic Excellence Award & Scholarship	2010 - 2012
American Association of University Women	2009
Professional Employers Organization	2007
Rapid City Area Chamber of Commerce	2005
Institutes for Organization Management – San Jose (CA USA)	1987
Institutes for Organization Management – Boulder (CO USA)	1976

Community/State/National

SD Congressional District Office Intern	2008 – 2009
Rotary International - Paul Harris Fellow Award	1996
Rotary International - Best Club & President In The District Award	1995

PROFESSIONAL MEMBERSHIPS & ACTIVITIES

American Society of Association Executives, member	1986 – present
American Association of University Women, member	2009 – present
Association for Research on Nonprofit & Voluntary Action (ARNOVA), member	2013 – present
California Small Business Development Center, board member	1988 – 1991
California Society of Association Executives, member, committee chair	1986 – present
Georgia Society of Association Executives, member	2012 – present
National American University, alumnus	2009 – present
Pinnacle Business & Economic Development Group, member	2007 – present
Rotary Club of Skidaway Island, Savannah, GA, USA, member, Grants Chair	2015 - present
Rotary Club of Sacramento, CA USA, member	1998 - 2000
Rotary Club of Citrus Heights, CA USA, President /committee chair	1994 – 1998
First woman president of Citrus Heights club (the same year the club	1995 – 1996
also won the "Best Small Club In The District" Award)	1997 – 1999
Rotary District 5190,	1996 - 1998
First woman to serve as California District 5190 vice president	1986 – 2005
Rotary Club of Rapid City, SD USA, member, and corporate secretary and	2002 - 2005
board member of Storybook Island (Rotary Club project)	2002 – 2005
Savannah Area Chamber of Commerce, member	2012 – present