

MICHELLE S. PARKER

University of Dayton (UD)
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Dedicated, disciplined business professional and educator recognized for integrity, initiative, enthusiasm, and quality results. Offers over 30 years of professional experience serving the private and public sectors with a solid command of business with knowledge, skills, and progressive experience in finance, accounting (including DoD financial statement auditing), strategic management, and market research supporting leaders with critical decision support. Consistently recognized for exceeding expectations with bonuses, awards, promotions, and repeat and referral business.

A. EDUCATION & PROFESSIONAL DEVELOPMENT

- Master of Business Administration (MBA), Wright State University, 4.0 GPA out of possible 4.0, *Graduate Student of the Year Award*, 1988
- Bachelor of Science, Finance, Wright State University, Magna Cum Laude, 1983
- Defense Acquisition University (DAU), Audit and Financial Management coursework. 4.0 GPA out of possible 4.0, 2020 - 2021
- Senior & Graduate-level Accounting coursework, University of Dayton & Auburn University, GPA 4.0 out of possible 4.0, 2019
- *Becker CPA Training* (pursuing Ohio CPA certification), Passed BEC, August 2023

B. ACADEMIC & PROFESSIONAL EXPERIENCE

University of Dayton, School of Business Administration (SBA) 2015 - Present
Senior Lecturer, Accounting Dept. (2022 – Present)

Educate, mentor, and empower students from diverse backgrounds and cultures. Designed and taught a variety of business courses including Introduction to Financial Accounting (ACC 207), Introduction to Managerial Accounting (ACC 208), the SBA's capstone strategic management course (MGT 490 and 798), New Venture Creation (MGT 318 and 320), Principles of Selling (MKT 310), and Introduction to Business (BIZ 201). Recognized with above average student ratings and by-name requests including teaching at UD's Center for Emerging Leaders program (Strategy module) and the Fiore Talarico Center for Professional Selling. Incorporate technical accounting topics in multiple courses including financial and managerial accounting concepts, financial statement and ratio analysis, budgeting and forecasting, industry and competitive analysis, market research, pricing, and feasibility analysis.

- Design course modules employing a variety of teaching pedagogies to optimize student engagement, critical-thinking, learning, and retention including dynamic, experiential activities, workshops, research projects, case-based teaching, analytical tools and templates, and other innovative approaches.
- Developed new, original training handbooks, workshops, and software to expedite learning the MGT 490 *Capsim* business simulation program resulting in higher student engagement, a significantly improved learning curve, and higher simulation profitability. Developed an integrated Excel tool for students to analyze business cases and financial data resulting in increased research efficiency and higher-quality, more informed recommendations and business presentations.
- Developed innovative, experiential activities for MKT 310 students to improve their performance in a face-to-face sales call with professional business salespersons from a Fortune 500 company. Activities included creative role plays, self-assessment activities, videotaping of dry-run presentations, special workshops, and interactive activities that built student confidence and capabilities in delivering presentations and product solutions. Developed a customized customer profile planning worksheet for students to conduct research and formulate sales strategies for their final sales call presentation.
- Collaborate with stakeholders across the campus and business community including UD alumni, faculty, advisors, teaching assistants, and staff; UD business sponsors and corporations; the Roesch Library; UD School of Engineering; the Hub, among others.
- University of Dayton Professional Faculty Promotion Committee (Aug 2023 – Present)

- Co-Coordinator for Women's Business Leadership, Integrated Learning-Living Community (2021-Present)
- Member of the Crotty Advisory Council (2016 - 2020).
- Served as the faculty advisor for the Epsilon Nu Tau fraternity (UD Chapter, 2016 - 2020) and UD Special Interest Housing advisor (2018 – 2019).
- Arranged for highly regarded business professionals and subject matter experts to share business-in-action enabling students to see theoretical concepts applied in business - this included senior executive managers, vice presidents, angel investors, and business owners. Worked with the local business community to organize a panel of judges to evaluate and provide feedback on new venture feasibility analysis presentations by students.
- Coached and mentored students competing in UD's elevator pitch and business plan competitions, including the 2019 business plan winner. In 2017 and 2018, many of the winners were my students.
- Coached and mentored first-year students applying and accepted in UD's Davis Center, 2021 - 2022.
- Recognized by members of the UD Women's Soccer Team as "Favorite Professor," 2019.

Other Training & Presentation Experience (Non-UD):

- *Adjunct Professor & Guest Lecturer* (Wright State University): Taught marketing courses and provided one-on-one tutoring in college-level classes including accounting, finance, economics, statistics, and database design. Teaching Assistant in Management Information Systems; class sizes ranged from 30 to 200.
- *Corporate Training & Facilitator* (Air Force, Marketing Impressions, and MCR): Designed and led corporate strategy and visioning sessions, business meetings, and retreats for the financial services and high performance computing industries and the federal government. Planned, designed, and presented training modules for all staff levels using interactive learning techniques and simulations to engage and challenge students to grow. Topics included financial management, audit principles, team building and leadership, business communications, relationship marketing, branding, business development and sales, quality management, and diversity and extremism. Presented at conferences and local chapter meetings.

Architecture & Integration Directorate (AFLCMC/XA), Wright-Patterson Air Force Base

Financial Manager

2020-2021

Provided financial management (FM), managerial accounting, and internal audit support for \$51.2M in high-priority Air Force projects. By-name requested to lead the Directorate's Financial Audit & Improvement Readiness (FIAR) audit team. Developed and executed a FIAR Audit Compliance Plan aligned with DoD and Air Force processes. Recognized by the Air Force Material Command (AFMC) audit SMEs (subject matter experts) as "leading the way." FM executive leaders from the Air Force Life Cycle Management Center (AFLCMC) selected our audit process and templates as a model for training other AFLCMC offices. Facilitated and conducted training in financial statement auditing, internal controls, accounting principles, and financial statement analysis for over 200 Directorate personnel. Led research and development of ten new Desktop Process Guides documenting business processes, risks, internal control activities, and key supporting documents to support audit compliance and readiness. Led data collection across the Directorate to create a consolidated audit trail enabling a less than one day audit response. Classified and valued assets and conducted physical inventory. Implemented a new accounting reconciliation process to validate and reconcile data across disparate accounting systems which expedited the identification and correction of accounting errors and improved reporting accuracy and timeliness. Conducted cost research and deep dive analysis for a \$424M budget plan, including analysis of multiple cost estimates - met critical HQ Air Force timeline with less than a four-week turnaround. Facilitated strategy/visioning sessions for new programs. Conducted budget formulation, execution, variance analysis, accounting reconciliation and reporting compliant with federal laws. Forged connection between the Air Force and Dayton leaders (UD, Sinclair, and The Hub) to facilitate Wright-Patterson Air Force Base (WPAFB) community initiatives. Recognized as the "go-to person" for deep dive accounting analysis, along with quarterly awards, the highest performance ratings (5 out of 5), and an AFLCMC civilian of the year award nominee.

Independent Contractor: Management Consultant & Financial Analyst

Built, launched, and managed operations of a successful business research firm. Planned, executed, and managed financial management and analysis projects, economic analysis, feasibility studies, strategic planning, quality audits, industry and market research, and special studies. Supported a diverse customer base from CEOs and senior execs to front-line staff from the federal government and private industry including engineering firms, commercial banks and credit unions, defense contractors, and non-profits. Developed and managed cost proposals, contracts, project plans, budget forecasts, accounting records, client billings, technical manuals, customer reports, and client presentations. Built and nurtured customer relationships working with internal and external stakeholders across all functional areas and levels of management. Analyzed business performance and provided recommendations for formulating strategies and processes to guide clients into stronger and more profitable relationships with key stakeholders. Planned and facilitated strategic planning sessions with senior leaders achieving consensus on business strategy and management initiatives. Created, developed, and managed an internationally award-winning quality service program, delivering positive client results with significant improvements in employee motivation, quality service, and customer satisfaction and loyalty. Developed and tracked quantitative performance standards and key metrics to support organizational goals, objectives, and balanced scorecard initiatives, driving performance improvement and growth.

Highlight of Accounting & Financial Management Client Projects:

- By-name requested to lead a five-person contractor support team of financial analysts and programmers for the FM Division of WPAFB's DoD Supercomputing Resource Center providing on-site leadership, financial management, and cost analysis support. Revamped financial management process efficiency and reliability by streamlining procedures, organizing records, and automating tools to provide accurate, timely financial management support to program managers and senior leaders. Led data analytic and automation initiatives by developing a SQL-based financial management database system to collect, analyze, and monitor accounting and contract data from disparate accounting systems and data sources. Expedited reconciliation of budget execution and accounting data across diverse funding sources. Provided reliable, responsive reporting and insight on program status, trends, and potential issues, including unbilled and unliquidated obligations. ***Recognized as the most efficient team member with time-off awards, completing financial management and analysis tasks with 200% efficiency compared to other team members. The FM Division Director adopted the system as the new division standard and awarded a follow-on contract for additional support.***
- Worked with the Defense Contract Audit Agency (DCAA) in resolving issues with contractor accounting systems to ensure vendor accounting records posted completely, accurately, and reconciled to Defense Finance and Accounting Service (DFAS) records. Prepared documentation to support required changes to the Government's accounting systems. Prepared documentation and reports for legal counsel concerning contractor refunds which were misapplied against the contract. Analyzed and prepared inputs for program management reviews, financial management reviews, fiscal end-of-year close outs, and other special inquiries. Regularly briefed senior leaders and customers to communicate status, trends, issues, and alternatives. ***Saved scarce dollars in government contracts from cancelling.***
- Co-led a high-performance computing (HPC) power and cooling cost study to identify cost saving strategies. Conducted research and interviewed engineers and leaders from 165 commercial and technical HPC centers to assess cost saving strategies and identify emerging HPC technologies. Developed, executed, and managed integrated communications to increase market share and tradeshow sponsorship. Increased corporate sponsorship by 52% attracting Fortune 500 firms, including Microsoft, Obsidian, and Hitachi.
- Led multifunctional teams (program managers, engineers, logisticians, test and evaluation, procurement, etc.) to formulate pre-award strategies, plans, and proposals. As proposal manager, led kickoff and project meetings with staff, subcontractors, and clients and ensured high quality proposals in accordance with requests for proposals (RFPs) and other invitations to bid. Analyzed cost and pricing proposals and audited spreadsheets to ensure accuracy and compliance. Designed and developed a turn-key, automated relational database system providing the ability to extract relevant past performance data - within minutes - by weapon system/program and functional area. Increased proposal process efficiency and saved precious time when writing proposals.

- Innovated, developed, and managed an award-winning comprehensive customer service training and quality audit program for the financial services industry including one of the largest commercial banks in the U.S. Programmed underlying SQL database and reports to track, assess, and present service delivery across multi-region firms driving higher performance metrics and customer satisfaction scores in the 90-percentile. Collected and analyzed data and presented client reports identifying strengths, trends, weaknesses, and potential issues based on the voice of the customer. The program was recognized for innovation and quality excellence with an industry-wide award - 2nd place to Boeing Credit Union.

Management Consulting and Research. Inc. (MCR) Federal

Senior Associate & Financial Analyst

1987 – 1995

Senior financial analyst and task order manager leading multiple teams and executing financial management, cost research and analysis, economic analysis, and other special projects for federal and commercial clients. Responsible for client relationship management and project planning, cost, schedule, and technical performance. Regularly presented program financial status and updates to senior leaders. Analyzed and normalized contractor cost reports to verify underlying data. Conducted financial capability and ratio analysis using corporate financial statements and presented findings to executive-level leaders. Developed annual and long-range financial plans including revenue and expense projections and manpower requirements. Developed life-cycle cost estimates and conducted cost benefit analyses for multiple Air Force programs. Developed automated database to evaluate monthly manpower activity and contractor progress. Designed, developed, and managed automated financial management and cost databases using relational database programming software. Developed economic analysis module of a functional economic analysis course and trained financial managers on accounting and budget execution and tracking systems. Conducted policy research, risk analyses, and economic and business case analyses to support resource decisions. As a key author of the AFMC Financial Management Handbook and the AFMC Foreign Military Sales (FMS) Handbook, interpreted financial management laws and regulations, policies, procedures, processes, and standards.

EARLIER ROLES:

- **AFMC Offices, WPAFB, Financial Specialist:**
Conducted budget formulation, justification, and analysis in compliance with Office of Management & Budget (OMB), DoD, Air Force, and other regulations, directives, and policies. Helped prepare and defend F-16 and C-5 Program Objective Memorandums (POMs), Budget Estimate Submissions (BES), President's Budget (PB) inputs, and other planning and programming exercises in support of the Future Year Defense Program (FYDP). Prepared budget exhibits in support of funding justification to Congress. Calculated program impacts in response to what-if replies to Congressional inquiries. Tracked the status of Congressional authorization and appropriation actions. Developed obligation and expenditure forecasts for Government Accountability Office (GAO) review. Analyzed and tracked budget execution for multiple appropriations and funding types. Helped develop major reports in support of milestone decisions and other program and financial reports. Prepared and briefed sections of the C-5B Program Financial Review to HQ senior staff, prepared C-5B Defense Acquisition Executive Summary (DAES) and Unit Cost Reports (UCR), and participated in program management reviews. Prepared year-end spending reports. Analyzed and maintained commitments for contingent liabilities. Developed requests for expiring year funds, funds forecast status summaries, funds tracking reports, funding profiles, monthly deviation reports, contract cost baselines, among others. Designed and maintained automated spreadsheets and provided financial guidance and status to program managers.
- **Key Bank (formerly Society National Bank), Branch Management/Loan Officer:**
Managed operations and personnel of a \$33 million commercial branch. Analyzed business financial statements to support loan decisions. Prepared branch operational budgets and monthly financial reports. Assisted in developing a new marketing division (Personalized Bank Services Department) for high profile target markets. Developed and implemented creative marketing tactics to penetrate existing markets and establish new markets resulting in increased sales, market share, and customer loyalty.

LICENSES, REGISTRATIONS & CERTIFICATIONS

- Studying for the Ohio CPA certification, fulfilling all educational requirements for accounting and business course semester hours and work experience. Passed *Business Environment & Concepts*, August 2023.
- Air Force Institute of Technology (AFIT), School of Systems & Logistics, Cost and Price Analysis Certified Professional Designation, Wright-Patterson AFB, OH, 1986

AWARDS & RECOGNITIONS

- Air Force Life Cycle Management Center (AFLCMC) Financial Analyst of the Year nominee, 2021
- Credit Union Executive Society/Financial Management Association, International Golden Mirror Award, Quality Service Program for Day Air Credit Union, featured in Credit Union Management Magazine published by the Credit Union Executive Society (CUES), 1992 (second place to Boeing Credit Union)
- Air Force Materiel Command (AFMC) Notable Achievement Awards and annual bonuses
- Graduate Student of the Year, School of Business, Wright State University, 1988
- Beta Gamma Sigma National Honor Society

PROFESSIONAL AFFILIATIONS

- Ohio Society of CPAs (OSCPA)
- American Finance Association (AFA) member
- Women in Business Networking (WIBN) member
- Aileron Business Coaching, *Course for Presidents*, *Leading Powerful Conversations* course, *Conscious Leadership* course, and the Aileron Annual Summit, 2018

SERVICE & COMMUNITY INVOLVEMENT

- Coordinator, University of Dayton, Women's Business Leadership ILLC, 2022 - Present
- University of Dayton Professional Faculty Promotion Committee, Aug 2023 – Present
- Small business coach and entrepreneur advisor; conduct market research, write business plans, and program relational databases, 2017 - present
- Member of Crotty Advisory Council, 2016 - 2020
- Team Lead, Tour de Gem fundraiser, Kettering Medical Health Foundation, 2019 - present
- Private tutor, business and cybersecurity, 2010 - 2021
- Faculty Advisor, Epsilon Nu Tau Entrepreneurship Fraternity, University of Dayton Chapter, 2016 - 2020
- University of Dayton, Mentor, Flyer Enterprises, 2019 - 2020
- University of Dayton Special Interest Housing Advisor, 2018 - 2019
- University of Dayton, Coach students for business plan competitions, 2016 - 2019
- University of Dayton, Faculty Hiring Committee, 2016
- Epiphany Lutheran Church, Assisting Minister, Adult Teacher, Confirmation Course Lead & Mentor, Small Group Facilitator, Website & Outreach Communication Design, 2015 – 2019
- Treasurer/Financial Secretary, Bellbrook High School Marching Band, 2009 - 2010
- Good Shepherd Lutheran Church, Education Director & Adult Sunday School Teacher, 1997 – 2001

TECHNICAL PUBLICATIONS, REPORTS, & HANDBOOKS

- *Government Purchase Card Desktop Audit Guide*, AFLCMC/XA
- *Strategic Management Student Workbook*, UD Center for Emerging Leaders
- *AFMC Financial Management Handbook*, MCR
- *Economies of Scale Through Economies of Skill, Successful Execution in a Resource-Constrained Environment*, MCR
- *Budget Execution and Tracking System (BETS) Study & Software User's Manual*, MCR
- *Evaluation of Modular Life Cycle Cost Model*, MCR
- *F-16 Program Manager's Handbook; F-16 Foreign Military Sales Case Initiation Process Handbook; F-16 Multinational Program Office Guide; F-16 Implementing Command Post-LOA Activities*, MCR
- *Forecast and Deviation System (FADS) User's Guide*, MCR
- *Evaluation of Modular Life Cycle Cost Model*, MCR.
- *Seek Eagle Cost Benefit Analysis (CBA), Vol I & Vol II*, MCR
- State of Ohio Computing Center (SOCC), *Space, Cooling and Power Consumption Research & Analysis*, Avetec Data Intensive Computing Environment (DICE)
- *Power and Cooling Practices and Planning at HPC Data Centers*, DICE Program & International Data Corporation (IDC)
- *Expectation and Satisfaction Research and Awareness Study*, Corporate One Credit Union
- *Data Center Users' Satisfaction Survey and Final Report*, AF Major Shared Resource Center (MSRC)
- Leadership & Organizational Development Courses and Handbooks:
 - *Maximizing and Measuring Brand Value*
 - *Value-Added Service: Building Relationships One Client at a Time*
 - *Strategic Planning & Positioning for Success*
 - *Relationship Marketing and Leadership*
 - *Delivering Quality Excellence*
 - *Active Listening*
 - *Consultative Selling*
 - *Communicare*
 - *Service Excellence – Why and How?*
 - *Riding the Waves of Life*
 - *Service Shopper Handbook*