

# Dr. Chuck Kalnbach

University of Oregon  
Lundquist College of Business  
Thomas E. Wildish Distinguished Senior Instructor II  
Department of Management, 2003 – Present

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## Education

Ed. D., Nova Southeastern University, 2008  
Graduate Certificate, University of Maryland University College 2002  
MS. Ed., Indiana University, 1995  
BA, Journalism. Thomas Edison State College, 1991

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## Teaching Experience

### University of Oregon, 2003-Present

#### *Undergraduate*

BA199, Professional Business Development, 1 course  
BA308 (renumbered from BA352 in 2019), Leadership & Communication, 85+ courses.  
BA352H, Leadership and Communication (Honors), 7 courses  
BA430, Leadership in Action, 6 courses  
MGMT416, Organizational Development and Change Management, 14 courses

#### *Graduate*

MGMT615, Leadership (Part of the Oregon Advanced Strategy Certificate), 5 courses  
BA708, Leading and Managing Change, Oregon Executive MBA Program, Portland, 3 courses

### Post University, 2002-2003

#### *Undergraduate*

MGT105, Principles of Management, 3 courses

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## Work Experience

### Senior Instructor I/II (8/03 – Present)

Lundquist College of Business University of Oregon; Eugene, OR

- Adapted a comprehensive group-oriented class from a face-to-face learning environment to a remote learning environment while maintain the heavy group component. Worked with the BA308 teaching team to build on best practices from each professor's sections.
- Lead the 2017-2018 Lundquist College of Business Undergraduate Curriculum Review Process which involved more than 40 faculty, staff, and students in updating, revising, and expanding the Undergraduate Curriculum and associated programs
- Trained and mentored new faculty members for teaching BA308 to increase bench strength
- Served on the Lundquist College of Business Department of Management Instructor search committee
- Developed, and then taught, the new BA199 professionalism course for freshman Lundquist College of Business students (implemented Fall 2018)
- Developed and taught the Oregon Graduate Leadership class for the Advanced Strategy Certificate
- Presented to University of Oregon Provost's Leadership Team on leading and managing change
- Developed leadership and communication skills curriculum
- Taught leadership and communication skills to undergraduate business students, consistently receiving teaching evaluations above the norm
- Developed and taught a course on Organizational Development and Change Management

- Facilitated experiential education opportunities for students by placing them on high-level projects for non-profit and government agencies throughout the Eugene/Springfield area
- Developed and implemented college services such as writing and presentation skills tutoring, workshops for faculty on developing team projects and a leadership development practicum
- Developed and implemented team development workshops for MBA teams
- Facilitated team processes for MBA teams during their Strategic Planning Projects (SPP)
- Lead AACSB re-accreditation process
- Facilitated Master of Accounting Orientation exercises
- Coordinated and co-lead Spencer Butte Challenge Course experience for Master of Accounting students
- Conducted Needs Assessments for the Oregon Executive MBA program to strengthen the leadership, teams, and communications aspects of the program
- Conducted Myers-Briggs Type Indicator workshops for Oregon Executive MBA students during their one-week residency program, Master of Accounting students, and Leadership in Action students
- Developed and implemented team development workshops for Oregon Executive MBA teams
- Facilitated team processes for Oregon Executive MBA teams
- Coached Oregon Executive MBA students through their 360 Degree Leadership Assessment
- Coached Oregon Executive MBA students on their capstone project presentations
- Conducted workshops on Effective Teams and Leadership for Oregon Executive MBA students
- Conducted an organizational review of the Research Office at the University of Oregon as part of a team chartered by the University President and President of the Faculty Senate. Report was used to make major institutional changes in the research office.
- Created a Professional Development Council for the Dept. of Management Non-Tenure Track Faculty. Expanded to all department's NTTF after one year.
- Served on the Lundquist College of Business Dean's review committee for the 5-year review process
- Served on the Lundquist College of Business Dean's Search Committee
- Coordinated and lead the Lundquist College of Business New Faculty Orientation process
- Trained PhD students on ways to increase their effectiveness in the classroom before they begin their teaching process

#### **Faculty Advisor (5/04-2/19)**

Alpha Kappa Psi, University of Oregon, Eugene, OR

- Received second AKPsi National Distinguished Service Award-Silver (2019) for service to the chapter
- Mentored executive team on effective organizational leadership
- Presented workshops on Generations in the Workplace and the Myers-Briggs Type Indicator
- Facilitated interactions with employers during the AKPsi Mock Interviews process
- Facilitated interactions between club members and University of Oregon representatives to ensure club members follow all applicable rules and regulations during their scheduled events
- Received the AKPsi National Distinguished Service Award-Silver (2012) for service to the chapter
- Attended Fraternity Advisors Conference to learn ways to strengthen the Kappa Chapter

#### **Consultant/Facilitator (7/03-Present)**

- Conducted Change Leadership Workshop for the University of Oregon Vice Provost for Finance and Administration employee Leadership Development Program. Also conducted a separate Change Sponsorship workshop for all VPFA Executive Team. (2023)
- Conducted Business Writing Workshop for Fortune 500 Client (Risk Management Dept.) (2023)
- Facilitated a debrief of the Power and Influence Change Management Simulation for National Distribution Company (2022)
- Conducted Business Writing Workshop for Fortune 500 Client (Technical Accounting Dept.) (2019, 2021)
- Facilitated Small Group Discussion at the AKPsi Annual Presidents Academy (2019)
- Conducted Leadership Workshop for Lane County Administrator and his Senior Executive Team (2014)
- Conducted Creating Effective Teams for League of Oregon Cities annual conference (2013)

- Conducted Leadership Workshop for Supply Change Management, Emerging Markets Group at Nike, Inc. (2012)
- Conducted workshops for City of Eugene senior leaders on Leadership Skills, Change Management, and Personal Assessments (2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2015)
- Consulted with the City of Eugene training and development director to help increase the leadership skills and abilities of leaders and managers within the city's departments (2009, 2010, 2011)
- Conducted Leadership Workshops for the Eastern Caribbean Center for Management Development in St. George, Grenada (2010)
- Facilitated MBTI assessments and 360-degree leadership assessments for various clients throughout Lane County (2009, 2010, 2011, 2012, 2013, 2014)
- Wrote the U.S. Coast Guard's case study for the Malcolm Baldrige National Quality Award criteria based internal performance improvement process (2003, 2004)

**Lead Faculty/Instructor (6/05-7/13)**

Oregon Young Scholars Program, University of Oregon; Eugene, OR

- Developed interdisciplinary curriculum for High School students (Freshman through Seniors) to engage them during their one-week residency program
- Recruited and hired faculty from across the University of Oregon campus and local community
- Worked within an instructional team to create in-class and external learning opportunities for students including White Water Rafting and Spencer Butte Challenge Course (ROPES)
- Taught the business cohort consisting of 7-9 students each year
- Was secondary investigator on a \$35,000 grant from the Oregon Transportation Research and Education Consortium (funds were matched from the City of Eugene and the University of Oregon)
- Met with parents, students, and external funders of the program throughout the academic year

**Adjunct Instructor (9/02-8/03)**

Post University Online, Waterbury, CT

- Taught Principles of Management to undergraduate students online using WebCt
- Designed highly interactive course assignments to ensure student engagement during the short, 8-week course
- Provided feedback to Course Coordinators on issues within the curriculum and technology

**Program Administrator and Organizational Development Consultant (5/98-4/03)**

U.S. Coast Guard Leadership Development Center, New London, CT

- Administered the Coast Guard's internal Malcolm Baldrige-based Quality award, created all evaluation and training materials, trained examiners and mentored teams
- Created curriculum and evaluation materials for training programs within the Leadership Development Center to increase the training effectiveness and return on investment
- Led project teams for institutional and organizational projects, including distance-learning programs, training needs assessments, and training issues after mishaps and accidents
- Consulted with Coast Guard leaders on creating strategic plans and measurement systems
- Designed the strategic planning process using the Balanced Scorecard approach for the Leadership Development Center
- Managed implementation of a new curriculum for a mid-level manager's course that increased the effectiveness of the 600 yearly graduates
- Designed a blended (part distance education/part classroom) new employee orientation program saving \$75,000 in the first year of implementation

**Quality Management Facilitator/Trainer (1/96-5/98)**

U.S. Coast Guard Quality Center, Petaluma CA

- Taught and evaluated the Coast Guard's Facilitative Leader's Course that prepares employees for new supervisory and team leader roles
- Redesigned the Facilitative Leader's course to better meet employee and organizational needs.

- Redesigned the curricula for the Coast Guard's Basic Training Program impacting more than 5,000 people/year
- Rewrote the Coast Guard's Process Improvement Guide with more than 10,000 copies printed and distributed throughout the organization

### **Photojournalism Instructor and Assistant Course Coordinator (11/91-8/94)**

Defense Information School, Ft. Harrison, IN

- Coached photojournalism students on improving their writing and photography skills
- Created the first digital photography program in the military leading to the eventual elimination of chemical darkrooms for the school lessening its environmental impact
- Handled administrative duties, including course scheduling, ordering supplies, camera maintenance and student conduct

## **Intellectual Contributions**

### **Articles, Papers, and Cases**

- Kalnbach, C (2022). "What's the sweet spot for NuNaturals". Case written for MGMT615 MBA Leadership class.
- Kalnbach, C (2020). "Newark's top down approach". Case written for my MGMT416 Organizational Development and Change Management class.
- Kalnbach, C. (2019). "Those Blasted Pins!". Start-up case submitted and accepted for review at North American Case Research Association (NACRA) Annual Conference.
- Kalnbach, C. (2010). Generation Y and the New World of Work: Why Creating a Learning Organization is Necessary for Attracting and Retaining the Younger Generation of Workers. *The Human Dimension of Quality: New Paradigms in Leadership 1*(1), 13-19.
- Kalnbach, C. (2008). An Evaluation of Interpersonal Skills Education for College of Business Students and Alumni. (Doctoral dissertation, Nova Southeastern University, 2008).
- Berstene, T. & Kalnbach, C. (2006). Hawthorne's Twice Taught Topics. *Journal for Quality and Participation*, 29(3), 29-32.
- Irr, F., Kalnbach, C., & Smith, M. (2003). The Real Story Behind the Commandant's Performance Challenge. *Journal for Quality & Participation*, 26(2), 41-45.

### **Presentations**

- Association of Change Management Professionals Pacific Northwest Chapter, "Evaluating Change Efforts and Results", (2022)
- Association of Change Management Professionals Annual Change Management Conference, "Using a Mash-up of Models for Change Success", Orlando, FL (5/19)
- University of Oregon Dept. of Chemistry and Biochemistry Master's Industrial Internship Program, "How to work as a team", Eugene, OR, (7/17)
- University of Oregon Provost's Leadership Retreat, "Managing Change and Transition Processes", Eugene, OR (9/16)
- University of Oregon College of Arts and Sciences Leadership Workshop, "Managing Change and Transition Processes", Eugene, OR (4/17)
- League of Oregon Cities Annual Conference, "Knowing how and when to lead", Portland, OR (9/13)
- Hispanic Metro Chamber – Leadership Series, "Latino Leadership Program: Making a Difference Through Personal Leadership," Hispanic Metro Chamber, Portland, OR. (2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017)
- Hispanic Metro Chamber-Leadership Series, Latino Leadership Program: Persuasive Presentations", Hispanic Metro Chamber, Portland, OR. (2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019)
- Alpha Kappa Psi Northwest Region Spring Officer Training Camp, "Generations in the Workplace", Eugene, OR (5/12)

Portland Association for Psychological Type (PAPT), “Type and Problem Solving” (3/09). Presented with Denise Smith and Kate Rowles, City of Eugene.  
Financial Executives International, Academic Night, “What’s new within the LUNDQUIST COLLEGE OF BUSINESS,” Portland, OR (4/08)  
University of Oregon – President’s Leadership Symposium (4/06)  
Rotary Youth Leadership Academy, “Ethics of Leadership”, Salem, OR (6/06)

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## **Contracts, Grants and Sponsored Research**

Gary, Carla (Principal Investigator), Johnson, Bethany (Co-Investigator), Kalnbach, Chuck (Co-Investigator) Closing the Gap: Developing a Transportation Curriculum for the Oregon Young Scholars Program,” sponsored by the Oregon Transportation Research and Education Consortium, (07-08)

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## **General Service**

### **Lundquist College of Business**

BA308 Course Coordinator, (Current)  
Ad hoc member, MBA Curriculum Revision Committee (2022/23)  
Alpha Kappa Psi Faculty Advisor (5/04 – 2/19)  
Member, NTTF Search Committee, Dept. of Management (4/19-5/19)  
Chair, Lundquist College of Business Undergraduate Curriculum Review Process (8/17-6/18)  
Lundquist College of Business Dean’s Search Committee (9/15-12/16)  
Lundquist College of Business Dean’s Review Committee (12/14-4/15)  
Lundquist College of Business Non-Tenure Track Faculty Workload Policy (1/15-6/15)  
LC2 Instructor Search Committee Chair, (10/09 – 1/10)  
AACSB Accreditation, (6/08-1/10)  
Strategic Planning Team (8/09-4/10)  
Liaison for Leadership and Communications Center with External Affairs and Development (05-11)  
Chair, BA101 Task Force, (2/09-3/09)  
Lundquist College of Business Professional Council, (05-07)  
LCE Undergraduate Programs Coordinator Search Committee, Member. (10/06 – 5/07)  
Experiential Education in the Lundquist College of Business Committee, White Paper Member (05-06)

## **Professional**

### **Academic**

Peer editor for “*Change Matters*” by Margit Takacs. Collaborator on the accompanying workbook for the chapter: “*Trouble in Paradise: Navigating the cultural landscape.*” (2023).  
Case Reviewer for North American Case Research Association Annual Conference 2023. Reviewed “*Alphabet, Inc.: to DEI or not to DEI.*”  
Co-Chair for Human Resources/Organizational Behavior Track for North American Case Research Association Annual Conference 2021 and 2022.  
Case Reviewer for Case Research Journal 2022. Reviewed “*Pink, White, and Blue: A transgender Sailor’s dilemma.*”  
Case Reviewer for North American Case Research Association Annual Conference 2022. Reviewed “*Not what he envisioned: The impact of a mishandled harassment investigation.*”  
Case Reviewer for North American Case Research Association Annual Conference 2022. Reviewed “*Democratic Lotteries: Should the Lawrenceville School swap student elections for lotteries?*”  
Case Reviewer for North American Case Research Association Annual Conference 2022. Reviewed “*V-Guard: Nurturing a caring and high-performing organization.*”  
Case Reviewer for North American Case Research Association Annual Conference 2022. Reviewed “*Rich Nagel: Recruiting and coaching productive employees.*”

Case Reviewer for North American Case Research Association Annual Conference 2021. Reviewed *“The Monkey’s breaking the law?: Exploring employee relations in the midst of interpersonal conflict.”*  
Case Reviewer for North American Case Research Association Annual Conference 2021. Reviewed *“Career Plateau or Misfit: an executive career of a young German.”*  
Book Proposal Reviewer: Organizational Change in Action by Boulter, Gilbert, and Edmonds. MacMillan International Higher Education (2020)  
Case Reviewer for North American Case Research Association Annual Conference 2020. Reviewed *“KFC India: A ‘Zinger’ of an approach for taking digital to the front line”.*  
Case Reviewer for North American Case Research Association Annual Conference 2019. Reviewed *“Aspire Financial: Refocusing on Talent Management”.*

## **Public/Community**

Board Member, Oregon Research Institute (ORI), (10/21-Present)  
Volunteer Supervisor, South Eugene High School AXEpresso Coffee Shop (2011-2016)  
Examiner, Malcolm Baldrige National Quality Award (MBQNA), (2011)  
Looking Glass Youth and Family Services Executive Board Member (7/09 – 7/11).  
Coach, Kidsports (03-06, 2012, 2013)

## **University of Oregon**

Teaching Effectiveness Program (TEP), Communities Accelerating the Impact of Teaching (CAIT) for Professional Competencies (9/19-6/20)  
Oregon Higher Education Coordinating Committee (HECC) Oregon Transfer and Articulation Committee (7/18-6/19)  
Oregon Higher Education Coordinating Committee (HECC) Business Unified Statewide Transfer Agreement Workgroup (4/18-6/19)  
Committee on Courses (7/13-7/16)  
Research, Innovation, and Graduate Education (RIGE) Review Committee, (4/13-1/14)  
UO TEDx Steering Committee (5/12-4/13)  
Non-Tenured Track Faculty Committee (11-13)  
Faculty Advisory Council, (11-13)  
Center on Community and Diversity (CODAC), Faculty in Residence, (Fall 2007)  
Environmental Issues Committee, Chair, (07-08)  
Environmental Issues Committee, Member (06-07)

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## **Honors and Recognition**

Thomas E. Wildish Distinguished Senior Instructor Appointment (2018-Current)  
Alpha Kappa Psi Distinguished Service Award-Silver 2<sup>nd</sup> Award (2019)  
Dean’s Service Award for Non-Tenure Track Faculty (Spring 2018)  
BAC Teaching Award (Spring 2017)  
Alpha Kappa Psi Distinguished Service Award-Silver (2012)  
UO Excellent Faculty Advising Award Program nomination (2014)  
UO Martin Luther King Award Nomination (2009)  
BAC Teaching Award (Fall 2008)  
Most Influential Faculty Member (as voted on by graduating students) (2005, 2007)

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## **Seminars and Conferences**

### **jTask Consulting and Design**

Completed the Certified Change Management Professional Workshop (2023)

### **Lundquist College of Business Professional Edge**

Completed the Digital Transformation Series (2023)

### **Lundquist College of Business Professional Edge**

Completed the Design Thinking Facilitator workshop (2022)

**Association of Change Management Professionals**

European Regional Conference (10/19)

**North American Case Research Association (NACRA)**

Annual Conference and Case Study Reviews. Submitted (and accepted) starter Case for Review (10/19)

**Academy of Management Annual Conference**

Annual Conference and Professional Development Workshops (8/19)

**Association of Change Management Professionals**

Annual Conference (5/19)

**Association for the Advancement of Schools and Colleges of Business**

Critical Thinking and Problem-Solving Workshop (05/18)

**Stanford University, BEAM Career Center**

Future of Work Symposium (08/17)

**Harvard Business Publishing**

Harvard Case Teaching Method Seminar (08/16)

**PROSCI**

Change Management Certification Program (08/15)

**Alpha Kappa Psi**

Fraternity Advisors Conference (04/13 and 09/15)

**Malcolm Baldrige National Quality Award**

Examiner Training (05/11)

**Association for the Advancement of Schools and Colleges of Business**

Assessment Seminar (03/10)

Assessment Conference (03/10)

Applied Assessment Seminar (06/10)

Maintenance of Accreditation Seminar (06/10)