

## VITAE

**JANIS BRAGAN BALDA, Ph.D.**

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### Education

**Ph.D. in Education**, Claremont Graduate University, Claremont, CA.

**M.A. in Management**, Claremont Graduate University, Claremont, CA.

**LL.M. in Law**, Cambridge University, Cambridge, England.

**J.D. in Law**, Loyola University, Los Angeles, CA (*cum laude*).

**M.A. in Theology**, Fuller Theological Seminary, Pasadena, CA.

**B.A. in Political Science**, Taylor University, Upland, IN (*magna cum laude*).

### Professional Experience

**Senior Lecturer in International Business**, September 2020 - Present

Teaching international management, global leadership and sustainability, and international business in undergraduate and graduate programs. Continuing research and teaching integration in sustainable development, leadership, and the Sustainable Development Goals (SDGs). Developed and received certification for INTB 6323 Global Leadership and Sustainability course in new M.S. in Global Commerce program.

**Professor of Sustainable Enterprise**, Unity College, August 2013- August 2020

Teaching management, leadership and sustainable enterprise, in addition to an innovative and transdisciplinary approach called “management across the curriculum”, engaging students in developing skills, knowledge and attributes that enable them to be effective managers, innovators and problem solvers in nonprofits, business and the public sector. Research includes positive organizational practices and attributes that result in successful sustainable businesses, local leadership for sustainability, and the effectiveness of undergraduate leadership academic programming on employment effectiveness.

**Adjunct Faculty**, M.S. in Executive Leadership, Online and Continuing Education, teaching Organizational Change, Champlain College, January-March, 2016

**The Simeon Institute**, 2008 - present

**Chief Learning Officer and EVP**, responsible for creating community capacity, generally in crisis management and leadership. In existence since 1994 as a project-based, educational institute involved in the training and development of officials and nonprofit representatives from the Newly Independent States of the former Soviet Union in disaster planning, leadership, administration and management. The organization is now seeking to catalyze organizations, communities and individuals to produce “good work” and sustainable praxis.

Developed curricula, recruited, managed and evaluated a network of speakers and trainers, and served as a resource specialist in the areas of nonprofit organization, including legal formation, the international nonprofit arena and the relationship with governments.

**Online Instructor and Course Creator, UCLA Extension, Nonprofit Governance and Board Management, Winter, 2013**

**Principal, Max De Pree Center for Leadership, Pasadena, CA, 2006 – 2012**

Responsible for implementation of “Essential De Pree” and “De Pree Works” case studies, international leadership development, research and writing; trainer in leadership assessment inventories and cross-cultural skills; mentor to De Pree Fellows; trademark program oversight. Obtained grant from the C. Charles Jackson Foundation for Gen-Y research-related project.

**Professor of Management, Executive Director of Research, Director of Specialty Management Degree Initiatives, Centre for Advancing International Management, St. George’s University, Grenada, West Indies, 2008-2011**

Graduate teaching in hybrid MBA in Multi-Sector Health Management and MBA in International Business; research and program development for PhD and Master’s in International Management; research and grant management for total health management research efforts and international NGO coordination.

**Co-founder and Organizer, Drucker Society of the Caribbean, 2009**

**Associate Professor of International Management, George Fox University, Newberg, OR, January 2003-2006**

Teaching in MBA Program – Mission and Vision, Global Environment, Law and Ethics; Undergraduate Program: International Business and Nonprofit Leadership.

Created, organized, and managed the first experiential learning component of the MBA program, taking the Global Environment course (3 years) and the Transformational Leadership course (2 years) to Brazil.

**Attorney at Law, in private practice, active bar membership, 1978-2008**

Specializing in nonprofit organizational development and international nongovernmental organizations, with academic focus and research on these issues. Working closely with Boards and Senior Management, advise on nonprofit governance, organizational and board policies, intellectual property, human resource matters, and cross-border issues.

**Consultant, 1992-present**

With the De Pree Center served as consultant to major graduate institution on integrated relationship systems, evaluating senior leadership positions.

To The Peter F. Drucker Graduate Management Center for development of nonprofit management and with The Peter F. Drucker Archives and Manuscript Project, 1994.

**Adjunct Professor**, Claremont School of Theology, Claremont, California, 1999

**Adjunct Professor**, Hope International University, Fullerton, California, 1996-98

**Adjunct Professor**, International Law, La Verne University School of Law, La Verne, California, 1990

**Legal Counsel, World Vision International, 1981-1988**

Served as first in-house attorney and established legal systems and managed staff, budget and planning functions of in-house legal department; staffed Board committees, including the Bylaw Revision Committee and the Partnership Entry Committee and advised Board of Directors on organizational matters.

Worked with INS in Washington, D.C. in attempt to revise immigration policy affecting non-governmental organizations. Negotiated \$11 million acquisition of trucks between manufacturer, USAID, the Agency and the government of Ethiopia during the 1984/85 Ethiopian Drought. Established and oversaw a trademark protection program in over 40 countries.

#### **Awards, Certificates and Roles**

Awarded a Unity College Faculty Grant for Scholarship, AY 2016-17, for research on *Leadership for Sustainability: Applying Appreciative Inquiry (AI)*.

Awarded a Unity College Faculty Grant for Scholarship, AY 2015-16, for a project entitled *Discovery: Enterprise, innovation and positive change management/leadership* to develop teaching materials in the form of stories and interviews applying the appreciative inquiry approach to change management.

Recipient of scholarship, Appreciative Inquiry Certificate program in Positive Business and Society Change, Weatherhead School of Management, Case Western Reserve University, 2014-15.

Winner of Best Paper Award for *Keller and Cascade Engineering: Evaluating the culture of sustainability leadership* at the Institute for Sustainable Leadership (ISL) Symposium on Sustainable Leadership, 2014.

Representative of Unity College to the statewide Climate Solutions Expo, March 12, 2014.

Awarded a Unity College Faculty Grant for Scholarship, AY 2014-15, for a project entitled *Business Best Practices* to examine and apply a model of sustainability and profitability in food/service enterprises.

Awarded three consecutive research grants from the C. Charles Jackson Foundation (2011-14) to examine the performance of graduates of leadership studies programs in relation to their peers upon entering the workforce.

Advisor to three students for Unity College SAEF project entitled: Leading for Local Sustainability, 2016.

Advisor to students for Unity College SAEF projects related to leadership for sustainability, 2014; 2016 and 2018

Submission Reviewer, International Leadership Association Conference, 2010 -2012, 2015

Submission Reviewer, Institute for Sustainable Leadership, 2014

Certified practitioner in the *Achieving Styles Inventory* (CLI) and the *Emotional and Social Competencies Inventory* (Hay Group) (2009).

Awarded a research grant from Indiana University Center on Philanthropy on behalf of the Lilly Foundation and other donors, 1991-1992 for work on "The Liability of Nonprofits to Donors."

## **Publications**

"Leadership and Followership in the Infinite Game", (Summer 2021). 2-volume Symposium – Issue 2, "Unbounded Systems", *Journal of Leadership Studies*. (In process)

"What's missing in WeWork's environmental policies — the community voice". *GreenBiz*. August 20, 2018. <https://www.greenbiz.com/article/whats-missing-weworks-environmental-policies-community-voice>

Balda, Bulan and Desmarais, (2017) "Igniting Leadership: Ritual and Interaction within the AI Summit" in *Developing Leaders for Positive Organizing*, R. Koonce (Ed.), Emerald Group Publishing.

Balda, J.B. *Handbook for battered leaders* (with W. Balda). InterVarsity Press, January, 2013.

Balda, J.B. and Mora, F. "Adapting Leadership Theory and Practice for the Networked, Millennial Generation", *Journal of Leadership Studies*, Vol. 5, Number 3, 2011. (DOI:10.1002/jls.20229)

"Drucker's one thing". (2010). Kulothungan, G. & W. Weber, ed. *Peter F. Drucker's next management: New institutions, new theories and practices*. London: Sordon. 73-77.

"Drucker's one thing – "Finde Deine Stärken heraus." (2009). Weber, W. W., ed. Peter Drucker – der Mann, der das Management geprägt hat Erinnerungen und Ausblick zum 100. Geburtstag. Verlag Sordon, Göttingen. 97-101.

"Conceptualizing palliative care for the developing world as 'good work'" [with C. Cox]. 8th International Conference of the International Development Ethics Association, Presentation and Conference Proceedings, Valencia, SP, December, 2009.

Business/Technology columnist (with W. Balda), *Comment* magazine (the opinion journal of CARDUS: [www.cardus.ca/comment](http://www.cardus.ca/comment)), 2009-2010.

*"Don't believe everything you think"*, Comment. November 1, 2009. (Reprinted by the Washington Institute, [www.washingtoninst.org/resources/articles/don'tBelieveEverything.htm](http://www.washingtoninst.org/resources/articles/don'tBelieveEverything.htm))

*"Beyond signs of hope: prolepsis and planting sequoias"*, Comment. July, 2009.

*"Responsible consumption in a painful economy"*, Comment. March, 2009.

"The Next Society, A Conversation with Peter F. Drucker", with Marilyn Thomsen, *the Flame*, 2002, 13-17.

"Legal Issues for NGOs in Crisis: A Case Study", *Nonprofit Management and Leadership*, Jossey-Bass Publishers, June, 1996.

"Evolving Legal Standards and their Implications" in *Taking Trusteeship Seriously*, Indiana University Center on Philanthropy, 1995.

"The Liability of Nonprofits to Donors," *Nonprofit Management and Leadership*, Jossey-Bass Publishers, fall, 1994.

"Contracts" and Appendixes I and II, Ben Boyd, *Getting it There - A Logistics Handbook for Relief and Development*, MARC, 1987.

## **Presentations**

Presenter, *Leading in disruption: New agendas for research and collaboration*, SUSTEX International Summit on Sustainability, Texas A&M University (Virtual), April 22-23, 2021

Chair, *Leading Societies Towards Carbon Neutral and Adapting to Disruption*. Twentieth Annual Conference of the International Leadership Association, San Francisco (virtual), November 5-9, 2020

Panelist, *Enabling Partnerships for Sustainability: Pedagogy for Leadership Skills*. (Panelist) Twentieth Annual Conference of the International Leadership Association, San Francisco (virtual), November 5-9, 2020

Chair, *Engaging and Empowering Students to Be Sustainability Change Agents Through Community-Based Learning*. Twentieth Annual Conference of the International Leadership Association, San Francisco (virtual), November 5-9, 2020

*Leadership for Sustainability "MacGyver" Style*, panel on The Transformation of Business: Shifting to Sustainability. Nineteenth Annual Conference of the International Leadership Association, Brussels, Belgium, October 12-15, 2017

Chair, *Panel on Leadership Development in International NGOs*, 19<sup>th</sup> Annual Conference of the International Leadership Association, Brussels, Belgium, October 12-15, 2017

*Sustainability: Understanding the Dynamics of Place, Partnership, and Practice*, at the 18<sup>th</sup>

Annual Conference of the International Leadership Association, Atlanta, GA, November 2-5, 2016.

*Small is still beautiful*, International Conference on Business, Policy and Sustainability, Copenhagen Business School, June 16-17, 2016.

*Why the “zing” in Zingerman’s?* Presentation for a panel on Inside the Crossed Borders: Creating Space-Places for Flourishing, 17th International Conference of the International Leadership Association, Barcelona, Spain, October 14th-17th, 2015.

Moderator and respondent, *Leading in a Society at Odds: Lessons from Peter Drucker and W. E. B. Du Bois*, 17th International Conference of the International Leadership Association, Barcelona, Spain, October 14th-17th, 2015.

Presenter, Panel on *Business Leadership That Bridges Socio-Cultural Divisions* For the 16th Annual International Leadership Association Global Conference: Conscious Leading for Global Change: Emergence of our Collective Realities, Oct. 30 - Nov. 2, 2014, San Diego, CA.

Individual Presentation on *Positive Deviant Leadership for Sustainability: Keller and Cascade Engineering* For the 16th Annual ILA Global Conference: Conscious Leading for Global Change: Emergence of our Collective Realities, Oct. 30 - Nov. 2, 2014, San Diego, CA.

Paper and Presentation on *Keller and Cascade Engineering: Evaluating the culture of sustainability leadership* for the 9<sup>th</sup> Institute for Sustainable Leadership (ISL) Symposium on Sustainable Leadership, June 3-6, 2014, Salzburg, Austria. Winner of *Best Paper Award*.

Unity College Fishbowl Speaker (with Doug Fox) on *Exploring Positive Organizational Studies Represented by Design Thinking: What is it and can it contribute to transdisciplinary education?* Oct. 24, 2013.

International Leadership Association, Panel Submission: *Are they really prepared?: The complexities of undergraduate Gen-Y leadership development and workplace effectiveness* (with S. Tan and J. Stanberry), Leadership for Local and Global Resilience: The Challenges of a Shifting Planet, October 30 - November 2, 2013, Montréal, Québec, Canada.

*Leadership for Local and Global Resilience: The Challenges of a Shifting Planet*, October 30 - November 2, 2013, Montréal, Québec, Canada, All-Conference Theme Interactive Roundtable Discussions, Presenter (with W. Balda): Battered Leaders: Resilience, Antifragility & Constructive Paranoia

International Leadership Association, Panel Submission: *GEN Y on the verge: New strategies for assessing leadership development programs and outcomes* (with J. Stanberry & J. Briggs), ILA’s 14th Annual Global Conference, Leadership Across the Great Divides: Bridging Cultures, Contexts, and Complexities, Denver, CO, October 24-27, 2012.

International Leadership Association, Panel Submission: *The challenges of adapting leadership theory and practice for the Millennial generation* (with F. Mora, J. Stanberry & B. Zinn) ILA's annual global conference, "Leadership 2.0: Time for Action", October, 2010, Boston, MA.

*Exploring belief and behavior: toward human flourishing in places of realized potential* (with W. Wright), presented at the 9th Global Conference "Making Sense Of: Health, Illness and Disease," September 11 – 13, 2010, Oxford, UK.

*Beginnings: Religion, Social Capital and Leadership in The Caribbean: What About "The Common Good"?* presented at "Religion in The Caribbean: Addressing the Challenges of Development and Globalism," September 16-18, 2010, The University of The West Indies, Trinidad and Tobago.

*"Conceptualizing palliative care for the developing world as 'good work'"* [with C. Cox]. 8th International Conference of the International Development Ethics Association, Presentation and Conference Proceedings, Valencia, SP, December, 2009.

International Leadership Association, Roundtable Discussion Leader: *Moving from personal responsibility to community leadership in a post-colonial developing world* (with W. Harman & J. Stanberry), ILA's annual global conference "Catalyzing Leadership Praxis in Developing Countries: History, Learning, and the New Community", Prague, CZ, November, 2009.

Presenter of "For the Future: Envisioning Management and Organizational Issues" at Focus Session, "Conference for Chemeketa's Future," Chemeketa Community College, Salem, OR, March 2004.

Colloquy Participant, "Issues of Trust: Quiet Dismissal or Public Scandal?" ARNOVA Conference, Denver, CO, November 20 - 22, 2003.

Speaker, "The Art of Self-Management", Elite Leadership Conference, George Fox University, Newberg, OR, Spring 2003.

Guest Speaker, "Day of the Woman", The Webb Schools, Claremont, CA, March 28, 2001.

Presenter, "Managing Legal Issues for NGOs in Crisis", ARNOVA Annual Conference, November 2-4, 1995.

Organizer and Presenter, "The American System of Government", "Introduction to Nongovernmental Organizations and the Role of the Third Sector", and "Contract Management", for the Simeon Institute, 1994.

Co-leader, The Cambridge Project Roundtable, sponsored by The Simeon Institute, Cambridge, England, July 1994, 1995.

“The Third Sector and its Role as a ‘Visible Defender’ and Proponent of Gender Equality”  
Inaugural Conference, International Society for Third-Sector Research, Pecs, Hungary,  
July 1994.

Member of panel of experts, City of Ontario, California, “CityPride” Forum on Community  
Partnerships, December, 1992.

“Evolving Legal Standards and Their Implications,” *Symposium: Taking Trusteeship Seriously*,  
Indiana University Center on Philanthropy, November, 1992.

“Trustee and Ethics, Part I,” Moderator, *Symposium: Taking Trusteeship Seriously*, Indiana  
University Center on Philanthropy, November, 1992.

“A Framework for Resolving Legal Issues in Internationalization,” *Christian Management  
Institute*, February 1988.

### **Professional and Volunteer Activities (Partial List)**

Member, California State Bar. 1978 –present.

Member, Beta Gamma Sigma, International Business Honor Society Member for AACSB-  
accredited business schools.

Member, Board of Directors, Executive Committee, Treasurer and Chair, Finance Committee,  
International Leadership Association (ILA), College Park, MD, 2015-18. (Served as  
member of the Board and Finance committee since 2012.)

Member, Board of Directors, Unity Barn Raisers, Unity, ME, 2015-present; Member, Executive  
Committee, 2016-present; Chair of the Board, 2018.

Secretary of the Board, and Executive Committee Member, Board of Directors, Medical  
Assistance Program International (MAP), New Brunswick, GA, 1997-2007

Member, Board of Directors, 1996-2002, Second Vice President, 1998-2001, Corporation  
Member & Health Services Committee Member, 1995 - 2001, Mount San Antonio  
Gardens, Claremont, CA (One of the top 20 nationally ranked continuing care retirement  
communities.)

Member, California State Bar Committee on Nonprofit Corporations and Unincorporated  
Associations, 1993-1996, 1989-1992.