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PROFESSIONAL HIGHLIGHTS

Higher Education Experience

Center for Leadership, Northwestern University

- Expanded from single program to University-wide charter, working with the University's 10 schools and colleges, including the Feinberg School of Medicine, the Kellogg School of Management and the McCormick School of Engineering and Applied Science.
- Grew impact from 170 students to over 1,000 students annually.
- Created and funded a yearly competitive Fellowship for 8-14 advanced Ph.D. students and high potential staff. Now in its 7th year with the model adopted by other institutions.
- Developed national and international relationships, including a network of 20 top engineering schools (Cornell, MIT, Rice and similar) and the *New York Times*.

Presidents Leadership Class/Student Leadership Institute, University of Colorado

- Expanded from single program with 120 students to a six campus network, serving over 700 students and forming the largest program in the country with support from multiple foundations including Boettcher, Coors and El Pomar.
- Increased annual revenues 10-fold, raising over \$12 million from over 800 Colorado-based individuals and businesses as well as establishing first endowment funds and national grants.
- Established a national model program adopted by over 20 other colleges and universities.
- Cultivated statewide network of hundreds of civic, business and political leaders to recruit, mentor and retain a diverse group of talented leaders for Colorado's future.
- Worked with over 1,000 students, personally mentoring most, providing the foundation for a broad Colorado-centered network.

Office of the President and Board of Regents, University of Colorado

- Worked daily with three successive University Presidents and nine elected Regents on student-related matters, Colorado and federal legislative matters, with various State commissions, media relations, and major donors.
- Staff review of over \$20 million in annual budgets.
- Staffed a growing portfolio of policy areas including program performance, intercollegiate athletics, and socially responsible investments.

Other Notable Civic Activities

- Former chair of the Board of Directors of the Youth Job Center, which serves 750 clients annually with a budget of \$1.5 million and 15 staff. Led search for new executive director (including transition from long-time predecessor), new strategic plan, geographic growth, and diversified board. Since joining the board 6 years ago, the budget has doubled.
- Founding co-chair of the International Leadership Association's (ILA) Scholarship section. One of the founding 100 members and elected to run the core interest group for what is now the world's largest association of its kind with over 2,000 members.

- Volunteer with Evanston Community Foundation and Northwestern University Settlement House. Past work with Johnson & Wales University (helping launch Denver campus) and Room to Read (helping launch Colorado fundraising chapter).

Industry Experience

Catapult, LLC

- Principal founder of a company that licenses software to higher education institutions and others. The software is built from my research in leadership, teamwork and coaching. Licensees include the Boettcher Foundation, Claremont McKenna College, and Georgia Tech.
- Since 2010 over 6,000 teamwork assessments and 1,000 360° assessments have been conducted, and over 750 people have received individual coaching.
- Identified as a promising venture by Northwestern University's innovation office, including multiple projects with the Kellogg School of Management.

Consulting

- Over 25 years' experience with more than 100 CEOs, boards, and other executives on coaching, leadership, teamwork and decision making.
- Clients included many leading Colorado organizations such as Ball Corp., Frontier Airlines, New Belgium Brewing, TIAA-CREF, University of Colorado and the University of Denver. Other clients include the national associations for public librarians and for the 50 U.S. state budget officers, and global companies such as Baxter, Navigant and Sun Microsystems.
- Grew full-time individual practice over 7 years to six partners with strong Colorado ties and distinguished records of business and civic leadership.
- Invited trainer, speaker and facilitator at dozens of companies and higher education campuses, including hundreds of presentations, workshops and facilitated work sessions at all levels of management. Recent Colorado presentations and projects include the Boettcher Foundation, El Pomar Foundation and the Leeds School of Business.

PROFESSIONAL HISTORY

Director, Northwestern University Center for Leadership — August 2007 to Present.

Manage and lead the University's center for the study and practice of leadership. The center reports to the Provost's Office and the McCormick School of Engineering & Applied Science. Current faculty appointment as Clinical Associate Professor in McCormick. Previously appointed as a Lecturer in the School of Communication.

Highlights include:

- Shifting the existing Undergraduate Leadership Program from a single offering to a renamed and growing Center for Leadership using an innovative partnership model. Approximately 70% of the Center's work is conducted with partners that involve over 90 faculty members, more than 1,000 students annually, and dozens of staff members.
- Establishing a competitive yearlong Leadership Fellowship for Ph.D. students and high potential staff that has become a national model program. This includes training fellows to become leadership coaches.

- Raising the profile of the Center nationally and around the world through the Leadership Portal (below), invited talks, and collaborative projects. Examples include a network of over 20 engineering schools (Cornell U., Massachusetts Institute of Technology, Rice U., U. of Toronto, and similar) as well as work with schools such as Claremont McKenna College, Dartmouth U., Georgia Institute of Technology, U. of Notre Dame, and Texas Tech U.
- Working with the Provost, Deans, faculty and other senior administrators to expand the Center's charter by providing the University's schools and colleges with coursework, advising and other services regarding teamwork, leadership, leadership development and leadership studies.
- Revising, updating and increasing the rigor of existing programs and courses, and establishing three new courses: Field Studies in Leadership (McCormick School of Engineering & Applied Science, with Todd Murphy), Leader as Coach (Kellogg School of Management, with Brenda Ellington Booth and Todd Murphy) and The Wisdom of Teams (School of Communication).
- Service on a wide range of committees, programs and projects with particular emphasis on those involving first generation and under-represented students, civic engagement and public affairs, entrepreneurship, ethics, experiential learning, national and international scholarship programs, and change management.

Ongoing Research and Related Projects:

- Co-Founder of Catapult, LLC, a spin-off through Northwestern's commercialization office. Catapult is an enterprise-wide web-based Leadership Portal that offers individual and teamwork assessments, coaching tools, and integration of data across individual applications. Leaders track their individual progress and population-wide data provides researchers and policy makers with assessment and accreditation information. The Leadership Portal is licensed by other colleges and universities, the Boettcher Foundation, and is being readied for industry use.
- Consulting for senior leaders and boards of directors in a wide range of industries. Recent examples include American College of CHEST Physicians, American Library Association/PLA, Baxter Healthcare, the Drupal Association, the National Association of State Budget Officers, Navigant Consulting, the Robert R. McCormick Foundation, and the United States Military Academy (West Point).
- Identification and development of six key leadership assets that are offered to all University students through a mix of courses, workshops, and a web-based portal. The assets are: adaptive leadership, asking powerful questions, navigating collaborative & hierarchical settings, mobilizing diverse teams, persuasive narrative, and resilience.
- Continued development of *6 Leadership Questions*®, a proprietary, comprehensive and research-based framework that leaders use to assess individual, team and organizational performance; to identify specific leadership dysfunctions; and, to close needed gaps. An expanded version of these materials is used to develop and assess business plans, with a focus on risk identification and mitigation.

Partner, The NorthStone Group, LLC (and related) — September 2001 to August 2007.

Co-founder and shareholder of a Colorado-based consulting firm specializing in leadership development and decision-making. As head of the leadership development practice, I was responsible for all phases of client work and strategic leadership of the practice area. The

NorthStone Group is a product of my solo practice (which began in 2001) and grew to include six members and dozens of clients, including billion+ dollar public companies, private companies, and non-profit organizations. Clients include Ball Corporation, the Government of Canada, New Belgium Brewing, Sun Microsystems, the Public Education and Business Coalition, TIAA-CREF, and the University of Denver.

In addition, my on-going research led to the development of learning programs, lectures and an Executive Development course at the University of Colorado under the title, *6 Leadership Questions*®.

Highlights include:

- Executive or team coaching of over 100 individuals ranging from CEOs to team leaders in their first management role.
- Design, delivery and supervision of standardized leadership materials and processes that are widely used at most client sites. This includes:
 - Individual and team leadership assessments, including 360° assessments.
 - Cultural assessments.
 - Identification of desired leadership abilities (by function and/or management level).
 - Multiple leadership development programs.
- A focus on truly seamless integration with the firm's strategy and decision-making work at all client sites. This includes active leadership and facilitation of strategy, operations and other types of client work sessions.
- Lead partner for an alliance with the University of Colorado Leeds School of Business that includes teaching in the Executive Development program, work with rising business and community leaders, guest lectures, and strategic/facilitation services.

President, University of Colorado Student Leadership Institute & Executive Director, Presidents Leadership Class — June 1989 – September 2001.

Chief executive officer of an academic program at the University of Colorado at Boulder with 25 faculty, staff and teaching assistants. The Institute is the United States' oldest (founded in 1972), and was one of the largest networks (over 700 students), offering multiple award-winning academic programs devoted to leadership. It brings together talented undergraduate students, faculty, and business and community leaders to design and deliver its education programs. During my tenure the Institute: formed the nation's largest collegiate partnership devoted to leadership education (six campuses); increased annual revenues 10-fold; raised over \$12 million in annual grants, endowments, research, and other monies; raised its first endowment funds (\$2+ million); and, expanded into new areas including consulting engagements and national research projects.

Highlights include:

- Leading an annual admissions program to identify talented undergraduate students as measured by intellectual curiosity, service to others, and leadership potential.
- Offering these 240 students 15 different academic and experiential programs throughout their undergraduate education (in addition to merit-based scholarships).
- Working daily with these students as an instructor and mentor. Many of these students, now alumni, stay in contact with me for career and graduate school advice.

- Expertise in long-range program planning and execution of near-term goals, supervision and evaluation of staff, budgeting and financial management, fund development and marketing, and policy analysis, design and execution.
- Winner of awards from the Boettcher Foundation, El Pomar Foundation, and the John Templeton Foundation for excellence in program management and delivery.
- Reporting directly to and leading a 35-member board of directors comprised of chairmen, presidents, and other senior officers from corporations such as Adolph Coors Companies, Agilent Technologies, Ball Corporation, CITIGROUP, Denver Children's Hospital, Frontier Airlines, Gannett Corporation, Level(3), IBM Corporation, Lone Tree Capital, Northwestern Mutual Financial Network, Oracle Corporation, PricewaterhouseCoopers, and TIAA-CREF.
- Raising over \$12 million in annual grants, endowments, research, and other monies from over 400 corporations, professional firms, and other organizations. This includes Accenture, Adolph Coors Foundation, BancOne, Brownstein Hyatt & Farber, Deloitte & Touche, FirstBank Colorado, Gates Family Foundation, Great Western Life, Hewlett Packard, Holme Roberts and Owen, Insurance Management Associates, Johns Manville Corporation, Katy Industries, Kodak, KPMG, McKenna and Cuneo, Roche Pharmaceuticals, StorageTek, Sun Microsystems, TCI, and Vail Associates.
- Recipient of over \$1 million in research and other grants from organizations such as the Ford Foundation and IBM Corporation, including publication of two groundbreaking studies:
 - *Community Trusteeship*: A model leadership program adopted by over 20 higher education institutions across the United States.
 - *The National Survey on Public Leadership*: an innovative research project to identify effective leadership abilities and learning styles of national, state, and local leaders.
- Consultant and speaker to higher education, business, the non-profit sector, and the media. This includes serving as founding Co-Chair of the Scholarship (Research) Section of the International Leadership Association (the world's largest association devoted to leadership), Distinguished Visiting Professor at Johnson & Wales University, and invited speeches to organizations such as the American College Personnel Association/NASPA, the Institute on College Student Values, and the Leadership Educators Conference.

University of Colorado Central Administration is the central management and policy office of a four-campus system with a total student enrollment of 42,000, employing 17,000 faculty and staff, with a then-annual operating budget in excess of \$650 million.

Special Assistant to the President & Presidential Fellow — 1986-1989.

Award of an academic and practical graduate fellowship from the President of the University of Colorado System that provided experience at all levels of university administration, from external relations to policy and budget development and negotiation on behalf of the President and the senior officers of the University. This position involved close, daily contact with the President, senior officers and the University's elected Board of Regents.

Administrator to the President and the Board of Regents — 1984-1986.

Liaison between the University's four-campus student body and its President and elected Board of Regents. This included initiating/supervising special projects, both long- and short-term, at the request of the Board of Regents, President, Vice Presidents and students.

Highlights include:

- Working with three University Presidents.
- Serving as principal University representative for student and student-related issues, including staff review of over \$20 million in annual budgets, policy development and implementation of a comprehensive and continuous performance review of every University faculty member by students, staff review of intercollegiate athletics for an NCAA Division I program, and media and government relations.
- Staff assistant to the President for certain external relations including Colorado legislators, various State of Colorado commissions, and major donors.
- Directing and supervising internal campus visitations with campus Chancellors and other senior staff and faculty.
- Coordinating selected portions of the President's Discretionary Funds.
- Advising the President on selected University investment policies.
- Temporary assignment as the Special Assistant to the Vice President for Budget and Finance.
- Awarded Resolution of Appreciation from the University of Colorado Board of Regents for outstanding service.

EDUCATION

Ph.D., Graduate School of Public Affairs, University of Colorado at Denver. Emphasis in Leadership.

M.P.A., Graduate School of Public Affairs, University of Colorado at Denver. Emphasis in Management.

B.S., School of Journalism and Mass Communication, University of Colorado at Boulder. Emphasis in Broadcast Production Management.