

CARL R. TEMPLIN
2170 W. Cedar Hills Dr.
Cedar City, Utah 84720
(435) 867-0277

Education:

Ph D in Business Administration, Arizona State University (1988). Major: Logistics (Purchasing, Transportation, Operations) Minor field: Operations Management. Dissertation Topic: "The Effect of Defense Contracting Requirements on Just-In-Time Implementation." Chair: Dr. Thomas E. Hendrick.

MBA, University of Wyoming (1979). Emphases: Management & Quantitative Decision Making

BA, Summa Cum Laude, Brigham Young University (1975). Major: Humanities

Academic Administrative Experience:

Dean, School of Business (2002-present), Southern Utah University.

- Managed school with six undergraduate programs and two graduate programs, 24 faculty members, five staff, and about 900 students.
- Directed efforts to achieve AACSB candidacy and prepare for accreditation visit in 2004/2005.
- Primary teaching areas included Production/Operations Management, Conflict Management/Negotiation, and Strategic Management
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Interim Provost (2001-2002), Southern Utah University. Chief academic officer, oversight over five academic colleges/schools, the School of Professional and Continuing Education, the Division of Applied Technology, Information Technology, and the Library.

- Managed a budget of over \$17 million.
- Served as liaison to the Commission on Colleges and Universities (Northwest Association of Schools and of Colleges and Universities) regarding regional accreditation matters.
- Coordinated with the Chief Academic Officers of all Utah state colleges and universities, the Commissioner's office and the Academic and Applied Technology Education Committee of the Utah State Board of Regents regarding academic programs and affairs.
- Made budget cuts of over \$600,000 for both fiscal years 2002 and 2003.
- Served on the Executive Committee and Steering Committee preparing for the Northwest regional accreditation self-study and visit.
- Coordinated fees, academic personnel matters and leave, rank and tenure with the Board of Trustees.

Dean, College of Business and Technology (1997-2002), Southern Utah University.

- Managed college with 25 undergraduate programs and two graduate programs, 54 faculty members, 10 staff, and about 1,587 students.
- Directed efforts to achieve and maintain AACSB candidacy.
- Primary teaching areas included Production/Operations Management, Conflict Management/Negotiation, and Strategic Management.

Associate Dean (1994-1995) and Acting Dean (August 1994-May 1995) Air Force Institute of Technology.

- Supervised graduate school with 11 degree programs, 40 faculty members, 8 administrative personnel, and 120 students.
- Managed budget of \$3.7 million.

- Directed development of a new masters program taught via distance education and obtained accreditation through the North Central Association of Colleges and Schools.
- Directed school-wide efforts to conduct self-assessment and prepare AACSB accreditation plan.

Academic Teaching Experience:

Professor of Management (2001-present), Associate Professor (1997-2001), Southern Utah University

- Undergraduate Courses:
 - Production/Operations Management (Student evals—ten question average: 4.40/5.0 scale)
 - Business Policy/Strategic Management (Student evals—ten question average: 4.14/5.0 scale)
 - Conflict Management/Negotiation (Student evals—ten question average: 4.70/5.0 scale)
- Teaching Awards:
 - Nominated for Thunderbird Award Professor of the Year (2000)
 - Honors Program Professor of the Year (2000)

Associate Professor (1994-1995); Assistant Professor (1988-1994).

- Graduate courses:
 - Systems Production Management
 - Project Management
 - Management of Technology
 - Seminar in Acquisition Management (acquisition strategy and policy, TQM applications)
 - Systems Contracting Management (research, development, and production)
 - Contracting and Acquisition Management (purchasing and materials management)
 - Seminar in Contract Negotiation
 - Cost Estimating for Weapon System Production (production costs; learning curve analysis)
- Advised 17 theses (2 received school honors; 2 received national contracting thesis awards).
- Director, Graduate Cost Analysis Program (1994). Supervised curriculum development and content. Provided students with quantitative and managerial tools to estimate and validate cost/schedule parameters and risk associated with development and production of complex, state-of-the-art systems.
- Director, Graduate Contracting Management Program (1990-1993). Supervised curriculum development and content. Provided students with quantitative and managerial tools associated with the strategic planning, negotiation, award, and management of contracts for development and production of complex, high-technology systems.
- Teaching Awards:
 - Nominated for AFIT Outstanding Professor (1996)
 - Field Award in Contracting Education, Dayton Chapter, Society of Logistics Engineers (1990)

Professional Experience:

Chief, B-2 Contracting Branch, Oklahoma City Air Logistics Center, Tinker AFB OK, 1996-1997. Supervised office of 24 contracting professionals who awarded over \$400 million in contracts in support of the B-2 bomber and other classified programs. Advised system support manager on contracting issues and acquisition strategies. Increased teamwork and communications between program management, engineering, and contracting. Developed metrics for assessing contracting processes and strategies for reducing contract administrative lead time. Increased flow of communication with customers.

Air Force Liaison Officer for Host Nation Support and Deputy Chief, Host Nation Support Office, Kingdom of Saudi Arabia, 1996. Coordinated logistics requirements of joint forces deployed in Saudi Arabia with the Saudi Ministry of Defense and Aviation. Obtained required logistics support (fuel, food, water, transportation, housing and maintenance services- from the Saudi military. Obtained approval for movement of munitions and military personnel into, out of, and within the Kingdom of Saudi Arabia.

Chief, B-1B Contracting Branch, Oklahoma City Air Logistics Center, Tinker AFB OK, 1995 to 1996. Supervised office of 25 contracting professionals who awarded \$400 million in contracts and managed

contracts valued in excess of \$17 billion. Assisted in the development and implementation of lean logistics (Just-In-Time) initiatives for Air Force Materiel Command and Tinker AFB. Directed implementation of lean logistics contracting on B-1B contracts.

Advisor, Aeronautical Systems Center Source Selection Office, 1992-1993. Examined source selection processes, identified trends and areas for improvement, and established metrics.

Member, Acquisition Advisory Council, Defense Logistics Agency, 1991-1992. Developed strategies and initiatives to streamline the acquisition process for automated data processing equipment.

1990-1991. Advisor, Air Force Acquisition Professional Development Council. Developed funding strategy to provide the education necessary to improve the professionalism of the acquisition work force in accordance with requirements mandated by the Defense Acquisition Workforce Improvement Act.

Contracting Officer, Ogden Air Logistics Center, Hill AFB UT, 1981-1985.

Contract Negotiator (1985). Negotiated \$4.9 million in contracts for photographic and reconnaissance equipment.

Contracting Staff Officer (1982-1985), Logistics Career Broadening Program, (Executive management development program). Sequential assignments as ICBM Integration Manager, Depot Aircraft Maintenance Scheduler, Management Inventory Specialist.

Chief, Contract Administration and Operations Section (1982) supervised 12-person office administering over \$400 million in contracts. Contract Administrator (1981): administered \$50 million in contracts.

Contract Specialist, Hercules Inc., Magna UT, 1980-1981. Worked as buyer, project administrator, and proposal analyst.

Missile Combat Crew, 320th Strategic Missile Squadron, 90th Strategic Missile Wing, F. E. Warren AFB WY, 1976-1980. Sequential assignments as Deputy Crew Commander, Crew Commander, Alternate Command Post Commander, and Flight Commander. Responsible for operations, maintenance, and security of missile launch center and ten launch facilities.

Research and Publication Activity:

Year	Publications				Presentations		Total
	Journals (Refereed)	Chapters or Readings in Books	Proceedings (Refereed)	Practitioner or Editor Reviewed Publications	Academic (Refereed)	Workshops & Other Meetings	
2003	1		1				2
2002	1	0	1	0	0	1	3
2001	0	0	1	0	1	1	3
2000	1	0	2	1	1	1	6
1999	0	0	1	0	1	0	2
1998	0	0	0	0	0	1	1
1997	0	0	0	0	0	0	0
1996	0	0	0	0	0	2	2
1995	1	1	1	0	1	2	6
1994	4	0	0	2	0	2	8
1993	0	3	1	0	2	0	6
1992	1	0	1	1	1	1	5
1991	0	0	1	1	1	2	5
1990	0	1	1	1	1	0	4
1989	0	0	0	0	0	1	1
1988	1	0	0	0	1	0	2
Total	9	5	9	6	9	13	51

Refereed Journal Articles

Templin, Carl R., Sutton, Dawn C., and Kop, Tracey D. "Defective Pricing: An Exploratory Analysis of Factors Affecting Sustention Rates and Disposition Times." *Journal of Cost Analysis and Management* (Forthcoming, 2003) (Acceptance rate: 21-30%)

Christensen, David S. and Templin, Carl R. "EAC Evaluation Methods: Do They Still Work?" *Acquisition Review Quarterly* 9:(Spring 2002) 105-115. (Acceptance rate: 11-20%)

Christensen, David S. and Templin, Carl R. "An Analysis of Management Reserve Budget on Defense Acquisition Contracts." *Acquisition Review Quarterly* 7: (Summer 2000) 191-208. (Acceptance rate: 11-20%)

Heberling, Michael E. and Templin, Carl R. "Competition Strategies for Defense Projects," *Project Management Journal* 26: (March 1995) 32-40.

Templin, Carl R. and Noffsinger, Ken R. "An Assessment of the role of Technical and Risk Evaluation Factors in Defense Source Selection Decisions," *International Journal of Purchasing and Materials Management* 30: (Fall 1994) 36-43. (Acceptance rate: 21-30%)

Templin, Carl R. "Defense Contracting Buyer-Seller Relationships: Theoretical Approaches" *Acquisition Review Quarterly* 1: (Spring 1994) 114-128. (Acceptance rate: 11-20%)

Templin, Carl R. and Heberling, Michael E. "Commercial Buying Practices in the Department of Defense: Barriers and Benefits," *International Journal of Purchasing and Materials Management* 30:(Winter 1994) 41-50. (Acceptance rate: 21-30%) (Earlier version published in *Proceedings: National Association of Purchasing and Materials Management Annual Academic Conference*, University of Southern Mississippi, Gulf Park, Miss., March 1993.)

Templin, Carl R. "Defense Contracting Impediments to Supplier Productivity and Quality Improvement," *National Contract Management Journal* 25: (Feb 1994) 51-61.

Templin, Carl R. and Hendrick, Thomas E. "JIT in the Defense Electronics Industry," Logistics Spectrum (Journal of the Society of Logistics Engineers) 26: (Winter 1992) 26-35.

Templin, Carl R. and Hendrick, Thomas E. "Is the Defense Contracting Environment Conducive to JIT/TQC?" Logistics Spectrum (Journal of the Society of Logistics Engineers) 22: (Fall 1988) 5-14.

Chapters or Readings in Books:

Templin, Carl R. "Portland State University Janitorial Services," Case 2.9 in Cases in Purchasing and Supply Chain Management: Strategies, Practices, and Problems (Tempe AZ: NAPM, 1995) pp. 37-38.

Templin, Carl R. "Subcontracting Management," Chapter 34 in Military Project Management Handbook. Eds. David I. Cleland, James M. Gallagher, and Ronald S. Whitehead. (New York: McGraw Hill, 1993) pp. 34.1-34.18.

Graham, T. Scott, Templin, Carl R. and Heberling, Michael J. "Productivity and Quality Enhancement in Requests for Proposals: Using TQM in Air Force Major Weapon System Procurement." Productivity and Quality Management Frontiers-IV, Vol. 2 (Norcross, GA: Industrial Engineering and Management Press, 1993) pp. 742-751.

Templin, Carl R. and Pakiz, John J. "Measuring Performance Through Subcontracting Management" 1993 Handbook of Project Management, Strategic Planning, and Concurrent Engineering (San Jose: Van Nostrand Reinhold, 1993).

Templin, Carl R. "Contracting for Major Systems," Military Logistics, Section of Chapter 4 entitled "Requirements Determination," (Dayton, Ohio: Air Force Institute of Technology, 1990) pp. 4-18 to 4-24.

Refereed Proceedings Articles:

Christensen, David S., Templin, Carl R. and Rees, David A. "EAC Evaluation Methods: Do They Work on Post A-12 Contracts," 2002 National Conference of the Society of Cost Estimating and Analysis, Scottsdale, AZ, Jun 2002.

Templin, Carl R. and Wilken, Megan M. "Assessments of Student Negotiation Traits: Argumentativeness, Integrity, Competitiveness and Power." 12th Annual North American Research/Teaching Symposium on Purchasing and Supply Chain Management, 23 March 2001, Memphis TN.

Christensen, David S. and Templin, Carl R. "An Analysis of Management Reserve Budget on Defense Acquisition Contracts," 90th Annual Conference of the Society of Cost Estimating and Analysis, Manhattan Beach, CA, Jun 2000.

Templin, Carl R. "Integrity, Competitiveness and Power in Negotiations: Personal Assessment of Negotiators," Proceedings: Conference 2000, The Third Annual North American Research Symposium on Purchasing and Supply Chain Management and the 9th International Annual International Purchasing & Supply Education & Research Conference, the University of Western Ontario, London, Canada, 24-27 May 2000. Pp 741-749

Templin, Carl R.; Sutton, Dawn; and Kop, Tracy. "Factors Affecting the Recovery of Defective Pricing Claims on Air Force Contracts," Proceedings: The 2nd Annual North American Research Symposium on Purchasing and Supply Management, New Orleans, March 1999. Pp. 177-187.

Templin, Carl R. and Heberling, Michael E. "Negotiations in the Public Sector: Arm's Length or Cooperative?" Looking to the 21st Century in Purchasing and Supply Chain Management, Proceedings: First Worldwide Research Symposium on Purchasing and Supply Chain Management, Arizona State University, Tempe AZ, March 1995, pp. 426-440.

Templin, Carl R. and Heberling, Michael E. "Commercial Buying Practices in the Department of Defense: Barriers and Benefits," Proceedings: National Association of Purchasing and Materials Management Annual Academic Conference, University of Southern Mississippi, Gulf Park, Miss., March 1993.

Graham, T. Scott and Templin, Carl R. "Improving Requests for Proposals Through Total Quality Management: A Government/Industry Team Approach," Research in Purchasing and Materials Management, Proceedings: 1992 National Purchasing and Materials Management Research Symposium, California State University, Fresno CA, March 1992, pp. 255-272.

Templin, Carl R. "Contracting Impediments to Contractor Productivity and Quality Improvements," in Proceedings: 1991 Acquisition Research Symposium Vol I, Washington D.C., pp. 337-351. One of 35 papers [pool of 92 papers] selected for presentation.

Templin, Carl R. and Heberling, Michael E. "Innovative Defense Contracting," Proceedings: Fourth Purchasing and Materials Management Research Symposium, 26-27 Oct 1990, Lehigh University, Bethlehem, PA, pp. 16-1 to 16-11.

Refereed Presentations at Academic Meetings:

"Assessments of Student Negotiation Traits: Argumentativeness, Integrity, Competitiveness and Power." 12th Annual North American Research/Teaching Symposium on Purchasing and Supply Chain Management, 23 March 2001, Memphis TN.

"Integrity, Competitiveness and Power in Negotiations: Personal Assessment of Negotiators," The Third Annual North American Research Symposium on Purchasing and Supply Chain Management Conference, the University of Western Ontario, London, Canada, 24 May 2000.

"Factors Affecting the Recovery of Defective Pricing Claims on Air Force Contracts," The 2nd Annual North American Research Symposium on Purchasing and Supply Management, New Orleans, March 1999.

With Heberling, Michael E. "Negotiations in the Public Sector: Arm's Length or Cooperative?" First Worldwide Research Symposium on Purchasing and Supply Chain Management, Arizona State University, Tempe AZ, March 1995.

With Heberling, Michael E. "Commercial Buying Practices in the Department of Defense: Barriers and Benefits," National Association of Purchasing and Materials Management Annual Academic Conference, University of Southern Mississippi, Gulf Park, Miss., March 1993.

"Productivity and Quality Enhancement in Requests for Proposals: Using TQM in Air Force Major Weapon System Procurement." Presented at Fourth International Conference on Productivity & Quality Research, University of Miami, Miami FL, Feb 1993

With Graham, T. Scott. "Improving Requests for Proposals Through Total Quality Management: A Government/Industry Team Approach," 1992 National Purchasing and Materials Management Research Symposium, California State University, Fresno CA, March 1992.

"Contracting Impediments to Contractor Productivity and Quality Improvements," 1991 Acquisition Research Symposium, Washington D.C. One of 35 papers [pool of 92 papers] selected for presentation.

With Heberling, Michael E. "Innovative Defense Contracting," Fourth Purchasing and Materials Management Research Symposium, Lehigh University, Bethlehem, PA, 26-27 Oct 1990.

"Just-In-Time Project Management in a Defense Contracting Environment," Presented to the Operations Research Society of America/The Institute of Management Science, October, 1988.

Professional (Practitioner Reviewed) Publications:

Templin, Carl R. and Christensen, David S. "Acquisition Reform in the Department of Defense: Has DoD Broken Through the Reform Barrier?" Accepted for presentation and publication in Proceedings: 14th Annual North American Research/Teaching Symposium on Purchasing and Supply Management, March 22, 2003, Tempe, AZ.

Christensen, David S. and Templin, Carl R. "Benchmarking Management Reserve Budget," *Measurable News, Journal of the Performance Management Association* (Fall 2000, Invited) pp. 1-7

Heberling, Michael E. and Templin, Carl R. "Principled Versus Positional Negotiations: Avoiding Compromising Situations," Proceedings: NAPM's 79th Annual International Purchasing Conference, 2 May 1994, Atlanta GA. Paper was also presented.

Templin, Carl R. and Heberling, Michael E. "Improving Negotiation Skills Through Bargaining Games," Proceedings: NAPM's 79th Annual International Purchasing Conference, 2 May 1994, Atlanta GA. Paper was also presented.

Rendon, Rene and Templin, Carl R. "Corporate Procurement Strategy: An Analysis of Supply Line Management." Contract Management 32 (July 1992) pp. 18-25.

Templin, Carl R. "JIT and TQM: Implications for Defense Industries," Proceedings: NAPM's 76th Annual International Purchasing Conference, 5-8 May 1991, San Francisco CA, pp. 146-153. Paper was also presented.

Templin, Carl R. "The Impact of Defense Contracting Requirements on JIT Implementation," NAPM's 75th Annual International Purchasing Conference 1990, pp. 163-171. Paper was also presented.

Professional (Practitioner Reviewed) Presentations:

"Hidden Traps of Decision Making," presented to Council of Councils: "1000 Days and Counting" October 11, 2002, Southern Utah University, Cedar City, Utah (Invited)

"Opportunities for Women At SUU: Challenges and Opportunities," presented at Southern Utah University Women's Conference, January 25, 2001, Cedar City, Utah (Invited).

“Hidden Traps of Decision Making,” presented at Utah Board of Realtor’s Leadership Conference, June 2000, Brian Head, Utah (Invited).

“Career Trends: What’s Hot, What’s Not,” presented at “Wildlife Professional Development Training Session,” Southern Utah University, Cedar City, Utah, 2 April 1998 (Invited).

“Avoiding Negotiation Pitfalls Through Principled Negotiations,” presented at “Reinventing Government Contracting: A Cornucopia of Information for Small Business,” Oklahoma Small Business Development Center, Rose State College, Midwest City Oklahoma, 14 March 1996 (Invited).

“Negotiations: Joint Problem Solving for Mutual Gain,” presented at “Reinventing Government Contracting: A Cornucopia of Information for Small Business,” Oklahoma Small Business Development Center, Rose State College, Midwest City Oklahoma, 14 March 1996 (Invited).

“The Role of Competitive Nature in Negotiations,” workshop presented for Sooner Chapter, National Contract Management Association, Rose State College, 16 November 1995 (Invited).

“Principled Negotiations,” presented at Annual Small Business Retreat, U.S. Small Business Administration, Oklahoma City District Office, Fountainhead Resort OK, 17 October 1995 (Invited).

With Englebrecht, Joseph A. Jr. “International Negotiations,” Negotiation Workshop for the Executive Leadership Development Program, Air University, Montgomery AL, Oct 1994 (Invited).

“Impediments to Productivity and Quality Improvement,” Workshop for Dayton Chapter, National Contract Management Association, Dayton, OH, March 1991 (Invited).

“Just-In-Time Implementation in a Defense Contracting Environment,” Presented to the Naval Systems Command Transportation Workshop, Washington D.C., 1989 (Invited).

Current Research:

Templin, Carl R. and Christensen, David S. “Acquisition Reform in the Department of Defense: Has DoD Broken Through the Reform Barrier?” Targeted journal: *Journal of Supply Chain Management*. (To be presented at 14th Annual North American Research/Teaching Symposium on Purchasing and Supply Chain Management for peer review and feedback).

Service:

Reviewer, Mountain Plains Management Journal, 2002.

Board of Governors, Utah Shakespearean Festival, Cedar City Utah, 2001-present

Board of Directors, American Folk Ballet, Cedar City Utah, 2001-present

Chair, Management Track, Mountain Plains Management Conference, Oct 2000.

Reviewer, Journal of Cost Analysis and Management, 1999-2000

Chair, State Business Computer Proficiency Articulation Committee, 1999-2000

Discussion Leader and Panel Member, 7th Annual Faculty Development Workshop, SUU, 1999

Reviewer, USHE, Grant Proposal for Just-In-Time Course on the Internet, 1999.

Member, Director of Applied Technology Search Committee, 1999.

Member, Military Science Secretary Search Committee, 1999

SUU *Journal* Advisory Committee, 1997-1999

Teaching, Learning, Technology Roundtable, member, 1997-present
Technology Master Plan Subcommittee, Chair, 1997-2000
Member, SUU Provost Search Committee, 1998.
Chair, SUU Post Office Evaluation Team, 1998.
Reviewer, NCMA Workshop, "Managing Technical Services Contracts," 1997
Referee, *Acquisition Review Quarterly*, 1994-1995
Editorial Advisory Board, *Air Force Journal of Logistics*, 1994-1995
Chair, Steering Committee for AACSB Accreditation, AFIT, 1994-1995
Chair, Graduate Cost Analysis Curriculum Committee, AFIT, 1994
Vice President, Institute Faculty Senate, AFIT, 1993-1994
Member, Graduate Academic Standards Committee, AFIT, 1993-1994
Secretary, Institute Faculty Senate, AFIT, 1993
Member, Graduate Curriculum Degree Requirements Committee, AFIT, 1990-1992, 1994
Chair, Graduate Contracting Curriculum Committee, AFIT, 1990-1993
Member, Graduate Contracting Curriculum Committee, AFIT, 1989-1990
Member, Graduate Thesis Awards Committee, AFIT, 1989-1991.

Professional and Academic Honors:

Who's Who in America, 54th (2000) and 55th (2001) editions
Nominated, Thunderbird Awards, Professor of the Year, 2000.
Fellow, National Contract Management Association, 1996-present.
Level III Certification in Contracting, Acquisition Professional Development Program, USAF, 1996
Best Paper, Logistics Spectrum ("JIT in the Defense Electronics Industry"), Society of Logistics Engineers, 1993
Field Award in Contracting Education, Dayton Chapter, Society of Logistics Engineers, 1990
Professional Designation in Contracting Management, NCMA and AFIT, 1989
Best Technical Paper, Logistics Spectrum ("Is the Defense Contracting Environment Conducive to JIT/TQC?"),
Society of Logistics Engineers, 1988-1989
National Association of Purchasing Mgt Fellow (Doctoral Research Grant), 1988
Purchasing Mgt Association of Arizona Scholarship, Arizona State University, 1986
Sigma Iota Epsilon, Management Honorary, Arizona State University, 1986
Air Force Doctoral Scholarship, 1985-1988
Beta Gamma Sigma, Business Honorary, University of Wyoming, 1979
Phi Kappa Phi, Scholastic Honorary, Brigham Young University, 1974
Edwin S. Hinckley Scholar, Brigham Young University, 1974

Other Professional Education:

Air War College, Air University (Correspondence), 1996
Air Force Systems and Logistics Contracting Course, Air University, 1996
Executive Contracting Course, Defense Acquisition University, 1995
Academic Jonah Course (Theory of Constraints), Avraham Y. Goldratt Institute, 1990
Executive Contract Administration, AFIT, September 1990
Academic Instructor School, Air University, 1989
Defense Contract Negotiation Workshop, Naval Material Command, 1984
Advanced Contract Administration Course, AFIT, 1984
Principles of Contract Pricing Course, AFIT, June 1983
Government Contract Law Course, AFIT, April 1983
Management of Defense Acquisition Contracts Course (Advanced), Army Logistics Management Center, 1982
Air Command and Staff College, Air University (Seminar), 1981
Central/Systems Level Contracting course, Air Training Command, 1980
Squadron Officer School, Air University, 1980