

PAUL R. (DICK) DRASS

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OBJECTIVE

To positively impact the lives and future of tomorrow's business leaders through teaching, advising, mentoring, and sharing my experiences and lifetime learning as a business executive.

QUALIFICATIONS SUMMARY

A values-driven leader with a passion for maximizing the contribution of an organization's human capital, who has demonstrated success as a teacher, vice president, regional manager, general manager, entrepreneur, manufacturing manager, and program/project manager. Have consistently shown growth and profit improvements by leading others in re-engineering old methods, developing new opportunities, discovering new strategies, growing leaders, building consensus and client relationships, and leading through change. Have received compliments for my communications and relational skills. Recognized as a strong teacher, mentor, decision-maker and problem-solver with a consistent record of building results-oriented teams. Have also demonstrated an ability to learn quickly in new venues, such as teaching.

FUNCTIONAL SKILLS SUMMARY

- **Leadership:** Consulting, strategic planning, start-ups, change management, team-building, climate-setting, problem-solving, coaching, mentoring, organizational development, re-engineering.
- **Operations:** Database management, multi-unit and manufacturing plant management, warehousing, distribution, inventory control, logistics, retail, food service, construction, home-building, contracts management, vendor development, quality control, project/program management, training/teaching, product development, call centers, consulting, process evaluation and design, cycle time reduction.
- **Financial:** Budgeting, P & L responsibility, revenue forecasting, product/service costing, cost control, feasibility analysis, trend analysis, profitability analysis, estimating, financial reporting, capital acquisitions, automation, charitable contributions, fundraising, indexing, profitability improvement.
- **Marketing/Sales:** Market ("SWOT") analysis, trend analysis, new product development/introduction, market share management, customer service management, presentations, relationship-building, account management, merchandising, point-of-purchase sales, prospecting, training, motivating, promotions, incentives development, trade shows, business development.
- **Personal:** Self-starter, high-energy, multi-task oriented, computer literate, take charge, creates an empowering workplace, developmental delegator, mentor, coach, "great ideas guy," change agent.

EXPERIENCE and ACCOMPLISHMENTS SUMMARY

Lecturer in Entrepreneurship, Coastal Carolina University, August 2012 to Present.

College Instructor, Marshall University, Huntington, WV, January 2007 to May 2012. Hired as a contract instructor to teach management subjects. Have taught principles, business ethics, critical thinking, and strategic management (capstone course), while earning numerous honors and accolades from superiors, colleagues, and students. Member Beta Gamma Sigma, professionally qualified, and WAC certified.

- Currently teaching the business capstone course, Strategic Management, a writing intensive course, and Business & Society: Ethics and Stakeholder Management (Management majors capstone); also have taught Principles of Management; am currently teaching a course in critical thinking for freshmen. Have also taught freshmen orientation.
- Consistently rated the top management professor in division (numerical evaluations), receiving numerous laudatory written student comments as well (portfolio available)
- Elected by students to Beta Gamma Sigma as first faculty member so elected in three years
- Was given a three-year contract (same as tenure track faculty) beginning 2011-12 academic year, in recognition of outstanding performance and service
- Recently recertified as WAC (Writing Across the Curriculum) instructor
- Have reviewed several peer review journal articles with compliments from journal editor

- Have served on several committees, and currently serve as faculty advisor to MU chapter of Alpha Kappa Psi, coed business fraternity
- Numerous students have commented in writing that my capstone course, Strategic Management, was “the best/most beneficial course they have taken at Marshall”
- Have guest-lectured at the EMBA level, and am ask to do some public speaking
- Have participated in external recruitment events including presenting high school seminars

Investments Advisor, *Charles and Hunt Investment Group, LLC*, Hurricane, WV, April 2006 to Dec 2007. Independent broker for sales and service of indexed fixed annuities. Specializing in retirement plans and qualified plan rollovers. WV and MD licensed life and health insurance agent.

Principal/Owner, *Think-Link Strategies & BusMD*, July 2004 to December 2005. Management consulting, training and organizational development firm. Led clients through cultural change, strategic thinking and business planning, resource alignment, and developing new ideas. Also provided individual and organizational development guidance and training. Additional offerings: executive coaching, seminars, and speaking engagements. Partner in two other ventures.

- Helped several small business clients save their businesses
- Won contracts with State of Maryland
- Provided consulting services to several former clients and a former employer
- Developed several people who became successful entrepreneurs

Regional Manager, *Promissor, Inc.*, Washington, DC, 1999 to July 2004. Hired to start up new regional operations center, outsourcing agency information management services (professional testing, licensing, and database management) for state regulatory clients, functioning as program director/contract manager for five state programs including DC and Maryland. Also responsible for developing business plans, renewing contracts, managing client relationships, managing IT support requirements, facilitating new business development, often acting as a project manager, and managing a 35,000 monthly volume inbound call center.

- licensing records management and professional license testing.
- Organized a new regional office, developing new operating protocol, while relocating two contracts and assimilating a major new contract, and growing revenue to \$10 million.
- Hired/trained 65 people in two months on professional license processing.
- Reduced processing time, costs, and phone calls by 60%, while improving customer service.
- Developed strong regional staff that managed client expectations effectively while maintaining focus on long-term client satisfaction, growth, and profitability.

Area Vice President, *Service Corporation International*, Washington, DC, 1997 to 1999. Managed a \$34 MM group of fourteen companies. Responsible for complete financial and operational management, market leadership, workplace excellence, customer loyalty, and business growth, while growing subordinate leaders who managed the individual companies and helping them develop their business skills.

- Managed a \$34 million group of eleven companies around the greater D. C. area.
- Developed strategies for these units to address market trends, to prepare for future growth after a serious slippage in market share, and to take advantage of synergies.
- Rebuilt the image of most of the affiliated companies and grew market share by 12%.
- Centralized operations, automated activities, and managed costs to a three-year low.
- Achieved a \$12 million sales goal in a politically turbulent market place.
- Led region through major cultural change in an industry that was totally new to me.

Founder/Owner, *Lighthouse Foods, Inc.*, Stevensville, MD, 1989 to 1996. Developed and operated this *Captain D's* quick service seafood restaurant franchise.

- Received constant praise for quality, cleanliness, and friendly customer service
- Achieved proforma cost budget +/- 1%, always exceeding franchisor's operating standards.

Founder/Owner, *CBI Homebuilders*, Athens, GA, 1984 to 1986. Founded and operated a residential home-building company, developing own architectural motifs using leading architects' designs.

- Delivered high quality homes on schedule.
- Obtained a real estate license and managed own marketing program.

General Plant Manager, Ryland Homes, Inc., Columbia, MD, 1986 to 1989. Took over the leadership of a troubled \$35 MM regional manufacturing plant. Managed purchasing, distribution, quality, human resources, warehousing, maintenance, and planning and budgeting, as well as production operations. Managed customer relations and provided direct support to customer field construction divisions.

- Led a troubled \$35 MM regional manufacturing plant with 150 employees, producing 3000 housing units per year, through an extensive re-engineering and reorganization.
- Led team through dramatic improvements in performance, morale, quality, productivity, and customer relations, winning an award for customer relations from the mid-Atlantic region.
- Reorganized plant layout, material flows, and quality control program.
- Led project to convert production operations control to a computerized “MRP system.”

Regional Manufacturing Manager/ Plant Manager, Ryan Homes, Inc., VA, GA, 1978 to 1984. Managed similar functions to those at Ryland Homes. As a senior manager, participated on architectural design committees, managed product development, and served on corporate charitable contributions committee.

- Built and commissioned two new manufacturing plants.
- Developed systems to apply new technologies to components manufacturing.
- Revitalized two plants, with new layouts, workflows, and new job functions.
- Ultimately managed a three-plant manufacturing region in Georgia and Florida with over 300 employees, producing \$50MM in annual sales.

Project Manager/Project Engineer/Plant Engineer, Sales Consultant, various, 1972 to 1978.

MILITARY SERVICE

West Point graduate. U S Army Ranger who served as an Infantry Officer with two combat tours of duty in Vietnam. Received numerous military awards and was honorably discharged.

EDUCATION

- **MBA**, General Business, University of North Carolina, Chapel Hill, 1972.
- **BS**, General Engineering, United States Military Academy, West Point, 1965.
- Area Vice President training course (three weeks) – 1999.
- AMA Presidents’ course (one week) – 1980.
- Participates in professional continuing education regularly.