

Denis G. Hamilton, Ph.D., MBA, CPA, CGMA

16 Guinea Hollow Road
Lebanon, NJ 08854
908 975-3420
d13hamilton@msn.com

ACADEMIC & PROFESSIONAL EXPERIENCE

Rutgers University, Rutgers Business School **Jan 2010 – Present**

Department of Management & Global Business, Newark & New Brunswick, NJ

Assistant Professor of Professional Practice (2014 – Present)

Director of Management Education – New Brunswick (2014 – Present)

Instructor (2013 – 2014), Assistant Instructor (2011 – 2013), PTL (2010-2011)

- Taught at both undergraduate and MBA level (50+ courses).
- Courses include Strategic Management, Business Policy & Strategy, Managing Growing Ventures, International Business, and Introduction to Management
- Student ratings (4.4 on 5.0 scale) are generally above department averages while grading distributions conform with department guidelines for all courses.
- Developed the department's unique, large section (400+ students) Introduction to Management course and the Managing Growing Ventures course. Also developed hybrid (partially on-line) versions of Business Policy & Strategy and Introduction to Management courses. Certified as hybrid instructor.
- Winner of Student Governing Board "Best Management Professor" Award – 2013/14, 2014/15, & 2015/16
- Winner of Dean's 2013 Ph.D. student teaching award
- Research focus areas are business/technology strategy and international business

Hamilton Leadership & Strategy Consulting **Jul 2015 – Present**

President

- Consistent with my appointment as a Professional Practice faculty member, actively engage with businesses via professional consulting services with select senior level clients. Focus on development of business strategy and implementation of strategic planning processes.
- Since September 2015, have extended engagement with the Federal Reserve Bank's Markets Group to develop their business strategy. The Markets Group implements FOMC policy directives on behalf of the Federal Reserve. Work directly with the Management Committee of the Markets Group. This work requires security clearances and a high degree of confidentiality.

AIG (American International Group, Inc.)

May 2007—Feb 2009

Global Headquarters – New York, NY

Divisional Senior Vice President, Corporate Operations & Systems

AIG Business Process Officer

- Recruited to AIG through executive search to develop and manage AIG Global Shared Services network for AIG worldwide Operations and to lead global quality initiatives as chief process officer.
- Leader of Operations Excellence Steering Committees consisting of senior executives from AIG business units. Teams identified core quality improvement focus areas. Responsible for leading design and implementation of these initiatives through the Business Process Office.
- Built Global Shared Services model to deliver improved quality/efficiency.
- Tripled the number of AIG employees working in Shared Services in 18 months with commitments for nearly 3,000 more over the next 24 - 36 months.
- Direct line responsibility for over 1,000 shared services employees in Customer Service, Operations and Finance functions plus 13 corporate senior staff.
- Leader of regional (Asia, Latin America, Europe) Steering Committees with responsibility for identifying Shared Services opportunities.
- Network delivered improved service levels and was on track to deliver over \$100 million in reduced yearly operating costs until put on hold due to US Government bailout of AIG and the commensurate sell off of most AIG business units.
- Leader of AIG Global Operations Talent Management Steering Committee

Johnson & Johnson

Sep 1987 – May 2007

World Headquarters -- New Brunswick, NJ

Vice President, Process Excellence (1997 – 2007)

Director, Quality Management (1992 – 1997)

- Key executive team member of design group that developed J&J's successful corporate wide Process Excellence initiative. Member of small team that worked with CEO, CFO and the Executive Committee on developing strategy and plans. Process Excellence initiative delivered over \$4 billion in independently validated financial impact in 5 years through application of Six Sigma, Lean, DFSS and Business Assessment methodologies. Corporate Process Excellence team certified over 100 Master Black Belts and over 1,500 Black Belts.
- Direct responsibility for 13 senior level professionals (mostly VPs) who provided business improvement support services to over 150 J&J operating companies worldwide.
- Business improvement teams led by direct reports earned over 95% favorable ratings for delivering "Significant Value" in independent, anonymous surveys of over 400 management board members of J&J operating companies (service users).
- Previous role included responsibility for implementing Business Improvement initiatives across the World Headquarters corporate functions (Finance, IT, Human Resources, Legal and Administration-- including Regulatory Affairs). Worked directly with the J&J Executive Committee member who headed each function to develop and implement improvement strategy/initiatives and develop ongoing support capabilities (PE leaders, black belts, green belts). Directly managed staff of certified Master Black Belts with dotted line responsibility for Process Excellence leaders in each HQ group. Leader of the corporate headquarters Process Excellence Council.
- Senior member of corporate department that initially reported directly to J&J Chairman/CEO and later to J&J Vice Chairman

Johnson & Johnson Hospital Services -- Piscataway, NJ

Business Director, Hospital Markets (1990 – 1992)

Director, Corporate Programs (1989 – 1990)

Director Business Development & Planning (1987 – 1989)

- Leader of senior marketing team with responsibility for corporate programs in support of J&J's largest US hospital customers
- Responsible for hospital incentive budget (\$18 million spend) in support of several billion in hospital sector sales. Maintained successful renewals of all key corporate contracts.
- Developed and implemented improved strategic planning process working directly with management board and key constituencies
- Received rare J&J recognition awards including peer nominated President's award and award for strategic planning improvements as well as award for an innovative business plan for launching a new J&J Services business
- In addition to functional roles was selected by J&J Corporate President to lead company's US Savings Bonds program spanning all US operating units. Won top award presented in Washington by United States Treasurer for best overall corporate campaign

American Sterilizer Company (AMSCO)

Feb 1979 – Sep 1987

Medical Products Division – Erie, PA

Director of Marketing (1986 – 1987)

Director of Business Planning & Development (1984 – 1986)

- Developed and implemented marketing plan that increased division sales by 25% and doubled profits
- Direct responsibility for Division's marketing, R&D, business development and strategic planning functions with P&L accountability reporting to General Manager
- Developed/ Licensed and launched 20 new products over 36 months. Nearly all met or exceeded revenue targets and cash flow payback thresholds.

Ambulatory Surgical Care Corporation (ASCC, AMSCO Joint Venture) – Warren, Ohio

Vice President, Sales & Marketing (1983 – 1984)

- Established joint ventures between physicians, ASCC and AMSCO to build and operate ambulatory surgical care centers (new health care delivery concept at that time)

Medical Products Division – Erie, PA

CFO and Director of Operations (1980 – 1983)

- Part of leadership team that launched this new division. Initially managed finance, manufacturing, customer service, materials management and administrative services reporting to General Manager
- Coordinated analysis, site selection, purchase, shut down of old site and relocation for new 100,000 ft² manufacturing site in Apex, NC
- Was leader of negotiations for several successful product licenses and acquisitions and had responsibility for deal structure, financial analysis and due diligence

AMSCO Headquarters – Erie, PA

Director of Internal Audit (1979 – 1980)

- Responsible for leading audit department which conducted reviews of AMSCO subsidiaries and divisions -- reported to corporate CFO and audit committee of the Board

W. R. Grace**Oct 1974 – Feb 1979****Chemed Specialty Chemicals Subsidiary**Vestal Laboratories Division – St. Louis, MO*Chief Financial Officer, Controller (1977 – 1979)*

- Developed division's annual financial presentations to Peter Grace
- Implemented multiple improvements to financial reporting, budgeting and accounting systems
- Responsible for all finance, accounting and treasury functions as well as warehousing and materials management functions

DuBois Chemicals Division – Cincinnati, OH*Manager, Internal Audit (1974 – 1977)*

- Responsible for leading audit department which conducted review of Division's operations worldwide

Deloitte Touche LLP**May 1972 – Oct 1974**Deloitte Touche Office – Cincinnati, OH*Certified Public Accountant*

- Participated in audits of Procter & Gamble and other clients
- Earned CPA certificate in June 1974

EDUCATION**Rutgers Business School – Rutgers University****2009 -- 2014**

Department of Management & Global Business

Newark & New Brunswick, NJ

- Ph.D. degree – Organization Management, October 2014
- Dissertation – Change in Firm Technology Strategy in Response to a Disruptive Event
- Major – Business Strategy, Minor – International Business
- Research focus – Strategy, International Business, Technology Strategy

The Wharton School – University of Pennsylvania**1985 – 1987**

Philadelphia, PA

- MBA degree – May 1987, Graduated with Distinction
- Focus areas – Strategy, Marketing
- Executive MBA Program

Thomas More College**1968 - 1972**

Fort Mitchell, KY

- BA degree, Accounting – May 1972
- Liberal arts curriculum
- Intercollegiate golf (4 years), intercollegiate basketball (freshman year)

PROFESSIONAL CREDENTIALS

- Certified Public Accountant (Active License, State of Ohio)
- Chartered Global Management Accountant

INDUSTRY/COMMUNITY ACTIVITIES

- 2010 – Present, Member, Academy of Management
- 2013 – Present, Member Strategic Management Society
- 1974 – Present, Member American Institute of Certified Public Accountants
- 2006 Keynote speaker, Rutgers University Leadership Forum
- 2002 – 2004 Member Conference Board -- Business Improvement Council
- 1995 – 1997 Board of Trustees, NJ Brain Injury Association
- 1992 – 1995 Chairman/member Customer Loyalty Industry Council
- 1993 – 1994 National Committee Member, American Marketing Association, Customer Satisfaction Conference
- 1990 “Communicator of the Year” Award presented by the U.S. Treasurer for leading the best corporate US Savings Bond campaign (selected from over 150 nominees)
- 1987 – 1989 Chairman of a Wharton MBA alumni fund raising organization – helped raise \$100,000 for loans and scholarships for public sector participants
- 1975 – 1976 President Cincinnati Chapter, Institute of Internal Auditors