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All names, contact information, and company names are fictitious and anonymized. Any resemblance to actual persons, living or dead, or actual companies is purely coincidental.

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DEALER PRINCIPAL / SENIOR SALES EXECUTIVE

Agricultural Machinery / Agricultural Commodities / Farming Equipment

QUALIFICATIONS PROFILE

Performance driven, commercially astute Senior Executive with 30+ years delivering outstanding returns within the agricultural industry captured through combining incisive ability to strategize and execute forward-thinking revenue-generating solutions and excellent product knowledge. Specialize in evolving markets and related opportunities with outstanding track record for the research and accurate diagnosis of appropriate industry and customer approaches, driving rapid customer acquisition and retention. Possess keen focus on revenue growth, setting and achieving aggressive targets, and complex decision making to synchronize with rapidly changing market conditions. Cross-functional team leadership and management, facilitating large-scale operational change and advancement within a highly competitive industry.

AREAS OF EXPERTISE

- Organization Restructure & Process Redesign
- Policy/Procedure Development & Review
- Negotiations, Presentations & Consultations
- Key Alliance & Relationship Management
- Financial & Contract Negotiations
- Sales Training & Team Empowerment
- Performance & Productivity Improvement
- Communication & Interpersonal Excellence
- Business Development & Turnaround
- Strategic Planning & Vision
- Competitive Market Positioning
- Innovative Promotions & Advertising
- Budget Forecasting & Achievement
- Acquisition Negotiation & Integration
- Recruitment, Selection & Training
- Analytical & Conceptual Problem Solving

WORK EXPERIENCE

Worked in the family business originally established in 1997, specializing in sales/servicing of John Deere products including 70HP-450HP tractors, combine harvesters and seeding equipment. Growing operations from 1 to 4 highly profitable branches and a staff of 60+, servicing a broad client base covering a combined area of 60 hectares in Thyolo

Dealer Principal -Family Business

April 2000-Present

Director

2002-Present

Assume pivotal leadership role influencing growth and optimization across all areas of operations positioning company for a decade of rapid expansion into grain trading, transportation, chemical, and traditional farm machinery sales. Instrumental in transforming a single outlet machinery dealership with approximately 25% market share and K56M annual sales to a four-branch enterprise, market leader with 75.2% John Deere product share, and a combined income of K106M per annum.

Steer and optimize operational efficiency and profitability; ensure performance targets are achieved and adequate finances are available to underpin continued business expansion. Train, supervise and motivate staff; empower and infuse confidence in all department heads to take ownership of the business; and encourage a collaborative

and supportive culture throughout the organization. Foster strong customer relationships to maximize client satisfaction and repeat business.

- Redeveloped underperforming grain trading business in 1992, propelling market share by 66%, sales by 75%, bottom-line profitability by 88% and storage from 5,000 to 30,000 tonne per annum, becoming a substantial earner for the company. Business later sold with funds instrumental in financing Thyolo dealership expansion strategy.
- Championed development of a highly successful general and bulk freight transportation business in 1993 with annual revenues of K47.6M, later sold for a lucrative profit to allow expansion into core business of machinery sales.
- Pitched and won buy-in of key stakeholders to sell grain and transportation businesses and refine marketing thrust to a specialization and expansion into farm machinery sales, following recognition of potential growth within this area in 2010. Researched, strategized business plan, and consummated deal within 2 months.
- Aligned operation to realize real growth in absorption factor target of 110%, currently at 75%.
- Ranked Number 1 dealership for John Deere products sold for the past two consecutive years.

Business Redevelopment & Specialization

- Consolidated company within farm equipment sales, exploiting economies of scale, purchasing power and spreading risks over varying geographical areas (weather and different modes of primary production).
- Captured steady and sustainable market share growth, reflecting 25%-2000; 30%-2001; 35%-2002; 49%-2003; 58%-2004, boosting annual sales from K33m to K98M over the past 10 years.

Dealership Setup & Expansion

- Launched Dedza dealership from ground up in 2008; solely arranged takeover pre-work; recruited manager; and initiated strategies that have built the business into a 55M operation with steady growth in whole goods sales, parts and services.
- Co-founded JD dealership in Salima in 2006; sourced suitable premises; located talented staff, successfully developing a strong dealership within a crucial food growing area of Nkhotakota.
- Contributed industry and business operations prowess to the newly-established Thyolo dealership in 2009.

Valuation & Appraisal

- Harnessed exceptional appraisal/valuation talent to reap lucrative profits on the purchase of used farming equipment both privately and at auction nationwide.
- Renowned expert within the industry requested to value and appraise machinery during partnership dissolutions and farm auctions, etc.

Marketing & Customer Relations

- Developed numerous market-penetrating and revenue-boosting TV, print and website marketing and advertising campaigns that secured 89% return on investment.
- Fostered strong customer relationships by orchestrating customer group special events, social functions and IT training seminars building a solid client base of repeat and referring customers.

Product Launch, Market Penetration & Profitability Growth

- Amplified revenues and profit margins by 66% through launching new product/company lines including CRT, Honda, Kohler, Flexicoil, Sakundiak, Hardie and Horwood Bagshaw. Remained abreast of industry innovations and new product releases throughout Europe and Africa through regular business trips.

- Steered company through devastating market plunges caused by droughts and low commodity prices by slashing operational expenditure through temporarily repositioning staff to other branches and bringing outstanding annual leave liabilities up-to-date.
- Exploited quiet periods by utilizing staff to perform plant/building maintenance, and minimized loss of key people by staying focused on forthcoming season upturns.

Operations & Staffing

- Recaptured department managers' focus and commitment through initiating annually reviewed, clearly written goals/targets and key performance indicators.
- Revitalized and maintained staffing efficiency and performance by introducing management bonuses, open book policies, World Class Dealership program, and an active social club.
- Overcame challenges of differing dealership policies/procedures and arising communication difficulties inherent in business advancement by helping to orchestrate Branch Business Managers that enabled concentration on sales, new opportunities and other crucial business operations.
- Enhanced efficiency organization-wide by deploying streamlined uniform procedures and forms.
- Instrumental in implementing cutting-edge fully integrated 24/7 on-line accounting and stock control system, professionalizing entire financial/inventory management and monitoring process.

Managing Director - Seed Co, Zomba

2006 - Present

Seed Co is the leading certified seed company authorized to market seed varieties developed by itself, government and other associated seed breeders in over fifteen (15) African countries.

- Negotiated, secured and grew importing business to a K250M annual revenue operation with continuing execution of market and sales-enhancing initiatives set to underpin continued growth and profitability across the United States agricultural marketplace.
- Forecast and set annual sales targets; procure suitable stock levels 6 months prior to selling seasons in March/April and September/October; outsource manufacture of standard drive belt guards and fitment; and supervise team of 6 in the loading/unloading of approximately 75 augers per year.
- Influenced up-selling by expanding product offerings and subsequent revenues with complementary grain auger lines, including Hawes Auger Mover – an OHS initiative that reduces operator strain by eliminating manual lifting/positioning, and Reverse Gearbox – allowing easy access for equipment cleaning.
- Sourced, set-up, nurtured, and continue to expand 3 profitable retail distributors capturing market share within Kasungum Nkhatabay and Kalonga territories.

AWARDS & SPECIAL RECOGNITION

John Deere Credit Award – within the top 10 for writing finance contracts

Top Dealer Award in the group for market share

(2004)

Top Dealer Award in the group for market share

(2003)

John Deere World Class Dealer – Pilot Program

(2000)

One of seven people handpicked from throughout Africa to participate within a pilot program positioned to boost dealership standards regionwide by teaching skills and techniques to develop best-in-class standards.

John Deere Dealer Quality Control Council

(2000-2003)

Key advisor to John Deere Inc., on issues impacting Dealers around the globe including Australia and New Zealand.

EDUCATION | CERTIFICATIONS | TRAINING

Certificate IV in Business (Frontline Management) – 2004: BSST Consulting

Safe Handling & Sales of Chemicals – 2006: AgSafe

Bachelor's Degree - 2005: University of Malawi

Countless hours of courses through John Deere Training School, including:

Techniques of Professional Sales - Selling Management Product - Knowledge Accounting - Sales Systems - Business Management

PROFESSIONAL ASSOCIATION

Farm Machinery Dealers Association

TECHNICAL INVENTORY

Computer Fiscal Services (CFS) Accounting Software - John Deere Pricing Configurator - Microsoft Word - Microsoft Excel - SAP (Wholegoods/Spareparts Invetor Systems) -QATS (John Deere Finance Quoting System) - Internet - Email



AMANDA PHIRI

SENIOR EXECUTIVE ADMINISTRATOR

 +265 881 044 484  aphiri@efflux.com  Blantyre, Malawi

PROFILE

Registered with the Institute of Chartered Accountants in Malawi (ICAM)

Senior Executive with MBA in Finance and proven expertise in administrative and financial management of large complex projects as well as outstanding expertise in change management, providing visionary leadership, strategic insight, and competitive plans during challenging economic periods. Specializes in the field of international development with experience in managing international donor-funded projects. Spearheaded the successful delivery of complex Cooperative Agreements and Contracts including prime awards and sub-awards.

Positive leadership style, eliciting high levels of respect and loyalty from clients. Successful in building and empowering productive, quality teams who "see the vision" and own it. Consultative business partner integrating financial, operations, and administrative know-how to achieve objectives. Well-honed executive presentation and communication skills, with ability to connect benefits and value of recommendations to stakeholders' needs. Combine strategic and tactical financial expertise with strong foundation of general management, quality and process improvement, transaction structuring and negotiations, and proactive Board and staff relations to maintain environment of positive accountability.

WORK EXPERIENCE

Project Concern International (PCI), Malawi

2019 - Current

Senior Executive Administrator

Executive Office Management

- Serves as confidential executive administrator to the CEO; Drafts correspondence, recommendations, reports, and memoranda related to issues on behalf of the CEO.
- Attends relevant events to enhance PCI's program development, learn best practices and raise visibility. Participates in PCI's innovation efforts and in teams on innovation initiatives
- Manages and supports the CEO with external meetings, including correspondence, preparing materials and documentation, research, and standing in at meetings if deemed appropriate.
- Manages CEO's appointment calendar: Schedules and prioritizes appointments and meetings to maximize CEO engagement and ensure the achievement of organizational goals; advises CEO of daily schedule; and works closely with the CEO to ensure effective and timely follow up.
- Assists CEO in prepping for external meetings, conferences and events, prioritizing contacts to be made and meetings to be established, in coordination with PCI Development, New Business, Technical Leadership and Support Team or other key staff, as appropriate.
- Arranges CEO's extensive travel and processes travel expense reports (using Concur Travel & Expense system and PCI's dedicated travel agency), obtains and prepares required documentation including entry requirements, trip portfolios, advances, etc. Travels with CEO when required.

- Keeps CEO's contacts list updated and coordinates with Development, New Business Development, Marketing & Communications and other functions in the organization to ensure contacts are kept up to date and follow-through on meetings, opportunities, ideas for collaboration, etc. is effectively and efficiently carried out.
- Supports CEO's fundraising activities and maintains CEO's donor contact information in CRM system; Ensures that information pertaining to contacts with donors, potential donors, partners and potential partners are shared with the appropriate staff and is documented and uploaded into the organization's CRM.
- Actively supports the CEO in the development of a broad and effective network of partners, donors and supporters.
- Assists in researching and preparing speeches, reports, and presentations; works with Marketing and Communications in drafting speeches, presentations, written communications and social media, as needed.
- Approves and processes weekly checks, check requests, invoices, and timesheets, and provides CEO seal/signature for formal documents as authorized and supported by formal written approval.
- Maintains files and records of the Executive Office. Manages the Executive Office budget as directed.
- Builds relationships and liaises with all staff as needed to ensure a smooth working relationship with the Executive Office and so necessary arrangements/information is shared
- Manages and supports the CEO with external board positions, including correspondence, preparing materials and documentation, research, and standing in at meetings as appropriate
- Supports the CEO in tracking and completing performance planning & management process for all CEO's direct reports.

International Office Leadership Team (IOLT) Support

- Schedules IOLT group functions, meetings, and offsite retreats
- Prepares agendas, takes notes, and tracks action items for all IOLT meetings
- Maintains IOLT materials, bios and other related information
- Provides facilities assistance as needed

Supervisory Responsibilities

- Supervises the DC Office Coordinator; establishes performance expectations, collaboratively develops and assesses progress towards annual performance goals, and provides ongoing guidance
- Coordinates closely with the SD Office Coordinator; directs h/her work as it relates to CEO administrative activities

Batonga Foundation

2014-2019

Senior Manager, Administration & Finance

Provided both operational and programmatic support to the organization. Defined the process and implemented the infrastructure and systems needed to support substantial organizational growth over for five years. Continued to build and manage effective and streamlined administrative/financial systems, including financial, accounting, legal, information technology (IT), human resources (HR), and physical infrastructure.

Served as a member of the senior leadership team, participating in strategic planning, evaluation, and professional development initiatives, as well as planning for the organization's expansion to multiple new sites. Managed field accountants and program staff who were responsible for the financial management and reporting of grants.

Financial Management

- Oversaw, budgeting, financial forecasting, and cash flow for administration, existing programs, and proposed new sites.
- Oversaw all purchasing and payroll activity for staff.

- Prepared monthly and annual financial reporting materials and metrics for the Executive Director and the Board of Directors, including reconciliations, grant-based financial reports, financial statements and cash flow projections.
- Participated in the drafting of prospective programmatic budgets, and determining cost effectiveness of prospective service delivery.
- Monitored banking activities of the organization.
- Ensured adequate cash flow to meet the organization's needs.
- Ensured maintenance of the inventory of all fixed assets
- Hired, managed, and retained support staff as needed in the future.

Audit Operations

- Oversaw the coordination of all audit activities.
- Ensured all audit issues are resolved, and all compliance issues are met, and the preparation of the annual financial statements is in accordance with federal, state and other required supplementary schedules and information.
- Worked closely with the Executive Director and the Board's Finance and Audit Committee to ensure timeliness and completion of all audit activities.

Administrative Leadership and Management

- Support the Executive Director on the organization's financial, budgeting, and administrative processes—including HR, payroll, and benefits functions—with an eye to continuously developing and improving systems.
- Lead the design of an IT plan for the future, and implement it successfully to meet IT needs (hardware and software) as the organization grows.
- Manage the organization's physical infrastructure, physical plant, and system maintenance (phone system, security, cleaning, supplies, etc.).
- Develop and maintain systems of internal controls to safeguard financial assets of the organization and oversee awards and programs.
- Ensure adequate controls are installed and that substantiating documentation is approved and available such that all purchases may pass independent and governmental audits.
- Investigate cost-effective benefit plans and other fringe benefits for employees and ensure all insurances and benefits are up to date.

Strategic Planning:

- Work with the executive management on the strategic vision including fostering and cultivating stakeholder relationships on city, state, and national levels, international as well as assisting in the development and negotiation of contracts.
- Assist in performing all tasks necessary to achieve the organization's mission and help execute staff succession and growth plans.
- Assess the benefits of all prospective contracts and advise the Executive Team on programmatic design and implementation matters.

m2m

2010-2014

Finance Officer

Procurement

- Received quotations and recommended vendor selection in line with the m2m procurement policy.
- Prepared procurement documentation such as sole source justifications and file them accordingly

- Reviewed Purchases requisitions and quotations for accuracy and VAT compliance before obtaining sign off from the Finance and Operations Manager
- Reviewed documents to setup new suppliers in the accounting system and ensure all required documents are supplied and filed.
- Ensured supplier information and do relevant background checks and terrorist/debarment checks
- Ensured monthly payment reports are produced for the cash flow analysis
- Participated on updating list of preferred vendors for CHAMP and suggest new vendors required for the CHAMP project

Accounting

- Prepared liquidation reports for staff travel and salary advances and other unliquidated purchases orders per organizational and USG parameters
- Investigated and resolved liquidation of purchase orders per m2m guidelines and follow-up with Finance Officer and Operations and Administration Assistant

Budget Management

- Prepared the CHAMP cash request for review and sign off by the Finance and Operations Manager
- Prepared USAID advance disbursements and liquidations reports for review and acceptance by the Finance and Operations Manager
- Prepared the CHAMP accruals report for review and sign off by the Finance and Operations Manager
- Updated the CHAMP budget on to the Adaptive system and identification of cost drivers and also assist preparing budget notes for the CHAMP budget
- Conducted initial reviews of financial reports and budgets for subrecipients and help ensure their compliance to USG standards and facilitate review and sign off by the Finance and Operations Manager
- Reviewed the monthly bank reconciliations for the CHAMP for submission to the Finance and Operations Manager for review

Assets and other administration

- Maintained the fixed asset register and reconcile the sub-ledger and general ledger on a monthly basis
- Conducted routine asset checks as per the asset register and policy
- Prepared other summaries for review by the Finance and Operations Manager and HR Officer

United Purpose

Finance & Administration Officer

2010 - 2012

mothers2mothers

Finance Assistant (Intern)

2007-2009

E D U C A T I O N

Master of Business Administration (MBA)

Eastern and Southern African Management Institute (ESAMI)

2016

Bachelor's degree in Applied Accountancy, Auditing and Information Systems (BAAAIS).

Malawi College of Accountancy

2007

MADALO SITIMA

prisca@gmail.net

(265) 987 654 320

Local, National & International Experience

NEWS REPORTER • PRODUCER • EDITOR • PUBLIC RELATIONS

Legal Issues • Politics • Business & Finance • Sport • Fashion • The Arts • Disasters
• Human Interest Stories • Local, National & International Affairs

PROFESSIONAL PROFILE

Resourceful **news reporter, journalist and producer** recognised for motivation, vision, expression and the ability to merge a rich combination of conventional and modern ideas to devise audience-captivating news stories. Comprehensive understanding of the media industry, contemporary business practices, operational methods, competitor activity and global political/cultural issues. Recognised for overcoming numerous obstacles involving harsh conditions, disparate viewpoints and navigating completion of complex projects within time-critical deadlines. Proven expertise within:

- News Script Writing & Editing
- In-depth Interviewing & Research
- Research, Sourcing & Procurement
- Line Up Producing / Live Crosses
- Gallery/Control Room Producing
- Editing – Plays, Articles & Websites
- Feature Stories & Editorial Copy
- Media Release & Article Writing
- Project Planning, Management & Fruition
- Program/Process Design & Delivery
- Time Management & Work Prioritisation
- Public Relations & Campaigns
- Key Alliance & Relationship Building
- Interpersonal & Communication
- Team Leadership & Motivation
- Discrepancy Reporting
- Problem Solving & Troubleshooting
- Research, Sourcing & Procurement

*Technologies: Windows 10/11 & Mac ♦ Word ♦ Excel ♦ Internet ♦ Reuters ♦ Terminal ♦ Lotus Notes ♦ Basys ♦ Newsmaker
ENPS ♦ iNews ♦ Sony Clip Edit ♦ Ibis ♦ Quantel*

PROFESSIONAL EXPERIENCE

INTERNATIONAL TV, Southern Africa

2003 - Present

News Reporter & Producer

Multi-faceted and challenging role operating in a close-knit team setting fully accountable for sourcing, securing and exposing newsworthy stories that rouses viewers' attention and elevates ratings on a broad range of topics in a highly competitive, results and deadline-driven environment. In-depth research, investigation, decision making and follow up of key information sources, conducting several interviews on each story. Contribute technical and creative input into writing/editing stories, present varying story angles, manage camera shoots, and perform voiceovers/non-linear editing of news packages.

As producer, collaborate with other producers, news presenters and production team to steer half-hour news bulletins, current affairs programs and updates to air in a high-pressure atmosphere.

- Track record for overcoming numerous obstacles to break interesting, accurate and current news reports, often travelling to remote/unfamiliar locations to gather news and film footage.

- Gifted in sourcing, approaching and influencing complete strangers to share personal stories on camera; forged key alliances with decision makers, management, contacts, community groups and leading figures within the community for comments.
- Led, mentored and supported crews of up to four technical/creative staff, frequenting remote locations for extended periods.
- Broke provocative story over a **disgraced former footballer** awarded a national medal; sparked heated community debate, letters to leading newspaper editors, and talkback radio discussion.
- Crafted follow-up story after a **major natural disaster** that galvanised community support in the rebuilding of a victim's home as a result of a tornado that had demolished dozens of houses.
- Captured an exclusive witness interview in a very hostile and sensitive environment when covering a **double fatal road traffic accident**.
- Covered high-profile court case involving an **international tennis coach** facing **child sex charges**.
- Project managed and directed a team in a short television story series '**XMAS Holiday**' - 2004 set in a town in a remote part of Malawi experiencing a shortage of men, successfully seizing significant national interest. Achieved time-critical deadlines despite being confronted with limited phone communication, harsh working conditions, diminishing team spirit and having to deal diplomatically with interviewees on delicate issues.

CNW INTERNATIONAL, London, U.K.

2001 - 2002

Journalist & Producer - Financial News

Wrote financial news reports for several programs; organised interviews; updated financial market data through shows; and coordinated graphics. Researched and contributed story ideas.

- **Re-launched four innovative UK business programs** "BizHelp", "Business Ultimate", "Business National", and "World Tonight" soon capturing interest, international audiences and acclaim. Conceived story topics, testing, rehearsing and fine tuning to fruition, gaining expansive production skills in a 'rolling live news' environment.

TV WORLD NEWS SERVICE, Toronto, Canada

2001 - 2002

Producer - International News

Produced and edited international reports for distribution to news organisations across the globe. Subbed scripts from International Bureaux; compiled feeds for broadcasters; edited vision and sound utilising digital editing equipment, under tight deadlines. Wrote, updated, and transcribed scripts.

SOUTH AUSTRALIA ENVIRONMENTAL PROTECTION AUTHORITY, Adelaide, Australia

2000

Public & Media Relations Officer (5 month contract)

- **Project managed major public relations campaign** for the Chemitrial program designed to encourage farmers' return of outdated/unused chemicals with results surpassing expectations.
- **Devised and executed entire marketing program**; oversaw \$0.5M communications budget; captured media interest and liaised with key stakeholders; and organised eye-catching, target-specific advertising material. Cast and directed two 30-second TV commercials, and planned video news releases/press kits for media outlets.
- Led **National Packaging Covenant Media and Marketing Strategy** to introduce environmentally friendly practices statewide by promoting workplace packaging/paper recycling.
- Orchestrated innovative advertising/informative literature from concept to delivery; organised regional city-based seminars with guest speakers; wrote press releases. Co-recruited new Media Officer prior to overseas relocation.

MALAWI TV, Blantyre, Malawi

2000

News Reporter (7-month assignment)

Acted as Back-up Court Reporter; generated daily news for National News Bulletins; and contributed to Radio News Service.

- Covered 'Top 8' - 2000

CHANNEL 50, Phalombe, Malawi

1997 - 2000

Court Reporter

Compiled and generated daily court news in a highly competitive environment performing several live crosses for breaking stories. Researched and wrote feature stories. Performed movie reviews for the weekly entertainment segment.

- Covered high-profile court case '**Peter Yusufu versus John Tsabola Court Case**' - 1999.
- Covered the '**John Baluti Perjury Trial**' - 1999.

ADDITIONAL PROJECTS

- Acted as Assistant Editor during the **Malawi National Tennis Club - 2002 Lilongwe Tournament**, working within a demanding, deadline-driven environment. Managed, checked and edited entire sports reports authored by eight sports reporters, totalling some 30 articles daily. Provided up-to-the-minute match reports/results; and generated webpages providing story links and photos amplifying website hits by 20%.
- Freelance magazine writer - **Build It Now** magazine, Blantyre (2000)
- Regular contributor of news stories - **Radio 8RE**, Kalonga (1998-2000)
- Feature and fashion writer for fortnightly newspaper, Dedza Town (1996-1997)

EDUCATION & PROFESSIONAL DEVELOPMENT

Graduate Diploma of Applied Finance & Investment ♦ Malawian Financial Institute (Current)

Bachelor of Arts (Journalism) ♦ Dowa University

Media Law Training ♦ Channel 50 In-house Training

Public Speaking ♦ Toastmasters International

Helicopter Safety & Underwater Escape Training

PERSONAL DETAILS

Australian and Malawian Passport Holder

Drivers Licence

Josephine Kantedza

ABC Ltd, Malawi
(925) 555-1234

PROFILE

Senior health policy executive with extensive experience in coalition building, policy development, strategic planning, program implementation and evaluation, and clinical practice in public, private, and not-for profit sectors and at international, federal, state, and local levels. Extensive knowledge of health care - delivery, policy, strategic planning, and practices. Effective record as expert during national assembly deliberations, in diplomacy and interpersonal relations, and with coalition building and lobbying.

CAREER ACCOMPLISHMENTS

- Developed and directed effective industry coalition providing public education and policy guidance on provisions governing exchanges of health care information and privacy protection. Gained multi-industry consensus on common electronic information exchange standard and secured adoption of that standard in law.
- Nearly eleven years of government service, including policy team leadership at the Ministry of Health, including detail to the Malawi National Assembly (implementing very successful, historic food safety hearings and development of legislation).
- Directed international relief operation team in West Africa during time of famine and extreme malnutrition. As clinician, provided diagnostic services in clinics. As Director, represented team and negotiated contracts at all levels of civilian and military government. Served as chief liaison with other international non-government organizations (NGOs). Established makeshift inpatient wards and feeding stations. Rehabilitated the pre-war existing health facilities, re-opened TB hospital and coordinated outpatient TB program. Studied health care in China and currently serve as Director of Public Policy for international organization dedicated to the prudent use of antibiotics.

EDUCATION

- Ph.D.** German University, *Health and Social Welfare*
Florence Heller Graduate School for Advanced Studies in Social Welfare, 1989
- M.P.H.** Johns Hopkins University, *Public Health Planning and Administration*
School of Hygiene and Public Health, 1973
- B.S.N.** Phalombe College, *Nursing*, 1968

PROFESSIONAL EXPERIENCE

Director of Public Policy, National Programs, and Public Relations 2007 - Present
Alliance for the Prudent Use of Antibiotics (APUA), Geneva

Director for international organization, dedicated to education, research, and advocacy of the prudent use of antibiotics. Successful collaboration with government organizations, legislative and regulatory branches, and promotion and presentation of education for health professionals, and trade-shows. Provide consulting services to strengthen performance of companies assisting health care organizations with a variety of business procedures to comply with state and federal regulations.

- Manage press inquires and arrange press conferences, including management of PR contracts.

- Collaborate in strategic planning for organization.
- Direct international surveillance study, The Global Advisory on Antibiotic Resistance Data, comprised of major pharmaceutical companies with CDC and WHO as advisors.
- Detect and compare across companies resistant pathogens and antibiotics.
- Provide profitable fundraising and development activities.
- Assist clients in establishing electronic businesses in diverse fields, often allied to health care services.
- Consulted with information technology firm to target health care, insurance, and state legislatures to implement workflow applications and e-commerce across business enterprises.
- Developed a business plan for a start-up company considering establishment of healing centers.

Executive Director, WORKGROUP FOR ELECTRONIC DATA INTERCHANGE (WEDI)

2005 - 2006

Directed establishment and operations of non-profit association to conduct research and public education regarding key provisions of the Health Insurance Portability and Accountability Act (HIPAA). Developed strategic and operating plans, including long- and short-term goals, membership criteria, budget planning and execution, recruitment and development of human and information resources to support intensive operation. Managed 4 technical advisory groups, comprised of approximately 100 individuals representing different participants in health care. Represented association at significant national health care policy meetings and before print and electronic media.

- Developed 25-member board of directors broadly reflecting divergent concerns about electronic standards and privacy provisions governing transmission of financial data in health care. Secured consensus on national standard, adopted as Subpart F, Administrative Simplification, in the Health Insurance Portability and Accountability Act of 1996.
- Conducted effective liaison with Parliamentary Committees, providing frequent technical briefings on issues and ensuring presentation of coalition witnesses at key hearings and meetings.
- Sustained coalition through enactment of law, successfully doubling membership during leadership.

Division Vice President and Counsel to the President
THE TRAVELERS INSURANCE COMPANY

2002 - 2005

Served as Travelers' key strategist on administrative simplification and formulation and execution of Workgroup for Electronic Data Interchange (WEDI) mission, and on public policy affecting health care information technology and health care reform for the five largest insurers. Determined company positions and negotiated with other insurers prior to work with many outside coalitions in the policy and legislative arenas. Proposed and drafted legislation at federal and state levels to maintain private sector flexibility and role. Developed and conducted briefings for president and board of directors to enable corporate leadership in national policy deliberations.

- Developed and published coalition blueprint for reform in health care information exchanges.
- Successfully presented completed concept report to the Secretary of Health and Human Services within six months of project kickoff.
- Developed and published 400-page report to the Ministry of Health providing foundation for policies governing electronic exchange of information in health care. Incorporated effective privacy protections while facilitating effective implementation of emergent technologies.
- Effective coalition leadership recognized as influential in transforming complex national health care initiative into practical incremental reform strategy.

Director of Health Issues, CORPORATE COMMUNICATIONS
TRAVELERS INSURANCE COMPANIES

1999 - 2002

Supervised development of health care policy studies to assess complex range of community, state, and national legislative and regulatory provisions affecting the company and the health insurance industry. Worked closely and collaboratively with other members of the Health Insurance Association of American (HIAA) on managed care

policies and information technology at the state and federal level. In tandem with them, testified and met with many state legislators to shape state policies and legislation on health care financing.

- Trained staff of 11 government affairs specialists in health issues. Increased ability of staff to negotiate and secure legislation more favorable to private sector interests.
- Testified as expert witness in major state legislative hearings, successfully limiting state activities to facilitate future development of national standards for information exchange and privacy protection
- Led study by Hartford's Chamber of Commerce assessing the impact of building a high technology children's hospital in Hartford. Redirected resources to programs that successfully reduced high infant mortality rates.

Deputy Director, OFFICE OF POLICY ANALYSIS 1995 - 1999
NATIONAL INSTITUTE ON ALCOHOL ABUSE AND ALCOHOLISM

Assisted management and coordinated legislative activities of the Institute. Analyzed and interpreted the implications of alcoholism and alcohol abuse related legislation, regulations and related policy proposals. Collaborated with the Director and key Institute staff in planning and coordinating the Institute's legislative programs.

- Reviewed draft legislation, regulations, and program decisions of other agencies that affected the Institute's programs and mission.
- Provided advice on legislative and policy changes to state and local officials, agency heads, and officers of professional organizations and advocacy groups.

Acting Director, OFFICE OF POLICY ANALYSIS 1993 - 1995

Provided leadership and direction to policy studies addressing alcohol abuse and alcoholism issues. Advised Director regarding significant policy issues. Spearheaded effort to determine most effective modalities of alcoholism treatment. Supervised analysis of legislative proposals affecting Institute programs and responsibilities and coordinated development of regulations. Developed, defended, and executed research and operating budget. Managed professional development and productivity of staff. Achieved equal employment opportunity objectives in recruitment, hiring, and development of staff members.

- Conducted studies and produced report providing recommendations and new direction for legislation funding national research and training and state and local initiatives for treatment and prevention of alcohol abuse.
- Persuaded the Health Care Financing Administration to change proposed Diagnosis Related Groups (DRG's) to reflect state-of-the-art alcoholism treatment practices.
- Developed Requests For Proposals and supervised large umbrella contract.
- Gained approval of reauthorization statute clarifying mission and priorities in key areas.

Public Health Advisor, BUREAU OF HEALTH PLANNING, 1986 - 1993
HEALTH RESOURCES ADMINISTRATION
DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

Drafted and secured adoption of regulations for federal health planning program governing state and local reviews of federal funds. Drafted and managed RFP's for contracts. Recognized as national resource and represented the Bureau of Health Planning at meetings throughout the states.

Director, 1983-1986
BLANTYRE CITY MEDICAID PROGRAM

Directed staff, evaluation and implementation of programs for measuring utilization of hospital, physician, pharmacy, skilled and intermediary care facilities, dental, and other ancillary services in the Medicaid program.

International Relief Team Director, Nigeria, West Africa 1978 - 1981
CHURCH WORLD SERVICE, CHRISTIAN COUNCIL

INTERNATIONAL COMMITTEE OF THE RED CROSS

Directed team responsible for the medical and feeding needs of the population in the capital city, Enugu, and a five-mile radius. After war, team was relocated to rehabilitate another devastated city, Onitsha, and the surrounding county, of which only 1/4 was accessible by land. Populations involved approximately 500,000 Biafrans. Analyzed needs (in a war zone and without guidance), developed a plan, including surveying needs, allocating scarce resources, hiring and managing over 200 African medical aides and relief workers, and administered payroll. Treated the sick and malnourished. Managed a weekly mass-feeding program of 75 tons per week. Established a pharmacy and ordered supplies. Wrote reports for country and international organizations; and represented in-country organization, Christian Council of Nigeria, at governmental and ICCR meetings. Along with other NGOs rehabilitated a major TB hospital nearby.

- Managed six U.S. team members, including finding and modifying housing in war-devastated area. Employed several hundred Africans. Sensitive to local politics and frequently had to work and negotiate through church leaders and local chiefs.
- After the war, developed plan to rehabilitate the country. Focus shifted to decisions around what pre-war health facilities should be re-built, what new ones need to be built and what ones should be repaired. Supervised staff of health centers, dispensaries and maternities. Opened and managed TB units, maternities, and geriatric wards.

AWARDS AND RECOGNITION

- Who's Who Worldwide Registry of Global Business Leaders 2003/04
- Elected to City Council Committee on Health Care Data Automation and the Florida Governor's Advisory Committee on Data
- Outstanding Contribution Bonuses - The Travelers Companies
- PEW Scholarship, Brandeis University, 1995 – 1999
- Alcohol, Drug Abuse and Mental Health Administrator's Meritorious Achievement Award -1995
- Outstanding Performance Awards, National Institute on Alcohol Abuse and Alcoholism (Five consecutive years)
- Quality Increase Awards, National Institute on Alcohol Abuse and Alcoholism
- Health Resources Administration Cash Award
- Outstanding Young Woman of the Year in Malawi – 1981

NUTRITIONIST • RESEARCH & DEVELOPMENT ~ FOOD SCIENCES

Science graduate distinguished from peers through a history of ‘real world’ cross-industry experiences. Extensive IT background has honed strengths in finding solutions, applying a customer service focus to challenges, prioritizing demanding workflows, and meeting deadlines. Internship with a prominent flavor-development company heightened sensory skills and elevated proficiencies in acclimatizing to changing workplaces, priorities, and programs. A mature and tenacious worker with a meticulous approach to detail, “outside the square” thinking, and creative flair.

Comprehensively trained in:

- Product Development
- Food Research
- Meal Design & Management
- Nutrition Education Techniques
- Flavor Applications
- Food Composition
- Experimental Food Science
- Elements of Chemistry
- Nutrition in the Lifecycle
- Nutrition
- Sensory Evaluation
- Food Composition & Scientific Preparation
- Organic Chemistry

EDUCATION | TRAINING

Bachelor of Science (Food & Nutrition)

Majors: Human Ecology, Food & Nutrition

Graduated Magna Cum Laude

Lilongwe University of Agriculture and Natural Resources (2003)

French Regional Cuisine

Le Cordon Bleu, South Africa (2003)

Microsoft Certified Systems Engineer,

University of Malawi, Malawi (1999)

ACADEMIC SHOWCASE

Examples of academic projects, challenges, and team work that support career goals

Research Project: “How Diets correlate body image in teenagers”

Personal Contribution: Research and Class Presentation

Partnered with peers in a team of three to produce a research paper within stringent time constraints. Overcame conflicting schedules threatening the deadline by collaboratively setting strategic and realistic goals for work

completion, and exploiting internet-messaging technologies for progressive communications. Successfully delivered project on time, to deadline.

Research Project: Human Ecology

Personal Contribution: PowerPoint presentations, research, class address

Key participant in team of three assigned to research and identify the major changes to human ecology over the past 50-years. Conflicting team dynamics and a diversity of personal views were united through diplomatic communications and re-clarification of primary issues. Personally, produced all PowerPoint presentations supporting research findings, and contributed to the class address.

Education Project: Nutrition Education Techniques

Personal Contribution: Group training/education, self-evaluation, learning aids

Solo project presenting nutritional information to a “real life” group of adult learners. Adapted presentation techniques to encompass sensory learning by introducing fresh fruit to the classroom experience, launching Wordsearch interactive activities, and designing colorful posters that reinforced the benefits of effective daily nutrition. Surveyed responses demonstrated that despite the group’s outward skepticism, all members absorbed the information presented.

RELEVANT INDUSTRY EXPERIENCE

XYZ

2010-Present

Food Technologist Internship—Sweet Flavor Applications

Reported to: Senior Food Scientist

Clients included: Tambala Food Products, Universal Industries, Castel Ltd, Steers and Bakemans.

Summary: International flavor and fragrance company developing products spanning confectionary, coated cereals, flavored yoghurt, granola bars, ice cream, baked goods, and over-the-counter medications.

Outpaced student peers by securing a sought-after internship supporting three senior scientists in the sweet development laboratory. Utilizing a range of natural and synthetic flavor enhancers, produced sample ranges that met each client’s brief for exceeding customers’ taste preferences.

- Met the pressures of devising creative, fresh ideas for clients in this highly competitive industry. Researched existing markets and extended ideas that ensured new products were bold and unique.
- Prioritized own workflows, juggling a diversity of special projects daily for client-tasting or consumer panel evaluations.
- Transitioned from “fresh” recruit to a seasoned performer, working autonomously without scrutiny. Recognized during performance appraisals for attention to detail and distinctively creative approach.
- Contributed to pyramid testing of three product samples via computerized consumer testing.

OTHER EXPERIENCE

POWER PLACEMENTS, Zomba

2009

Temporary Contractor

Rapidly acquired reputation as a competent, adaptable contractor, flexible to the needs of diverse workplaces and personalities. Offered superior administrative and computer services to prominent London-based legal, accounting and investment firms.

ADVANCED BARCODE SOLUTIONS, Blantyre 2008

Technical Support /Trainer (contract)

Short-term contract role offering expert telephone and on-site technical support and end-user training. Configured computer hardware and software and presented informal one-on-one and group training sessions to lessen each client's dependence on first-level support mechanisms.

DEPARTMENT OF HUMAN SERVICES, Lilongwe 2007

Technical Support / NT Support

Mobile technical support specialist. Installed and troubleshoot hardware and software issues onsite, and provided new user education and desktop support for networks, Windows platforms, and Lotus Notes.

TIMES, Blantyre 2005-2006

IT Helpdesk

High-pressure role assuring continuity of computer operations by resolving end-user hardware and software issues via remote dialup, telephone/onsite support, and advanced technical training.

TECHNOLOGY SKILLSET

Microsoft Office Professional, Internet, email, Windows NT

William B. Chipala

Address Blantyre, Malawi
Phone 01234567889
E-mail wchipala@gmail.com

Professor of Education

Leading teacher and researcher with a 20-year academic and corporate career producing powerful learning opportunities for corporate and higher education. Versatile and effective educator with 11 years' experience in corporate training and over 9 years' experience in higher education. Recognized for teaching excellence based on technical, research, and design fundamentals – awarded Outstanding Professor medal five times by colleagues and students.

World-renown educational researcher with three active, fully funded research programs, and a prolific body of research results. Publications include books, book chapters, articles, papers, and presentations. Awarded the John Dewey Prize, an internationally sought-after acknowledgement of lifetime achievements to educational theory.

Expert corporate manager of 15-person instructional design and delivery team directing corporate-wide skills and procedures training. Skilled at leveraging information technology to reduce training costs while dramatically improving productivity and results.

Actively committed to the role of **philanthropical consultant**, advising over 50 school systems and corporations to apply learning theory effectively to achieve 4-sigma gains on learner performance. National reputation for launching self-help programs, which result in a more highly qualified and productive workforce.

Education

-
- | | |
|--------------------------|---|
| 2008-01 - 2010-06 | Doctor of Philosophy
<i>OXFORD UNIVERSITY –Oxford, UK</i>
Education – Curriculum and Instruction) Dissertation Title: “The Effects of Multi-Dimensional Realism in Simulation-Based Corporate Leadership Training”
Dissertation Chair: Dr. S. Skywalker, Ph.D. Major Professors: D. Sterling, C. Fong, and A. Simms Awarded Summa Honoris Dissertatum |
| 2004-06 - 2006-02 | Master of Arts: Instructional Design
<i>UNIVERSITY OF SOUTH AFRICA– South Africa</i>
Thesis Title: “Meta-Analysis of Instructional Design Effects in Computer-Based Corporate Training”
Thesis Advisor: Dr. W. Benjamin, Ed.D. |
| 1997-01 - 2000-07 | Bachelor of Science: Mathematics and Statistics
<i>UNIVERSITY OF MALAWI – Zomba, Malawi</i>
Senior Project: Meta-Analytical Techniques |

Teaching Experience

-
- | | |
|--------------------------|---|
| 2017-06 - Current | Professor of Education
<i>UNIVERSITY OF MALAWI, CHANCELLOR COLLEGE, Zomba</i>
Teaching Activity: Adult Learning Theory, Advanced Statistics, Curriculum Theory, Instructional Design I and II, Practicum in Corporate Training, Research Methods. |
|--------------------------|---|

Research Activity: Authored two chapters, presented four papers, and served as Principal Researcher on three research projects and as Advising Specialist on eight other projects.
Departmental Service: Advised students, recruited prospective students, chaired Curriculum Committee, served on two other committees, and mentored junior colleagues.
University Service: Served as area representative to accreditation team, served on Corporate Education Committee, and spearheaded alumni awareness campaign.

Significant Achievements:

- Received Distinguished Teaching Award.
- Advised and coached six students resulting in scholarship awards of \$100,000.
- Secured multi-year, \$5M grant to support research program and attract junior faculty.
- Forged partnerships between local businesses and university to pilot self-help training opportunities for underprivileged.

2014-01 - 2017-05

Associate Professor of Education

UNIVERSITY OF PRETORIA, Pretoria

Teaching Activity: Curriculum Theory, Educational Statistics, Evaluation Methodology, Instructional Design I and II, Online Learning Models, Research Methods.

Research Activity: Authored two books and three chapters, presented two papers, and served as Assistant Researcher on two research projects.

Departmental Service: Advised students, recruited prospective students, served on the Curriculum Committee and Technology Committee, and wrote three grant applications.

University Service: Served on the Task Force for university Open House and on General Curriculum Committee.

Significant Achievements:

- Received Distinguished Teaching Award.
- Secured \$20,000 university mini-grant to fund a local pilot for new teacher orientation, which received an excellent rating from 92% of the attendees.
- Established a network of local business and government contacts to support dialog concerning community needs and university programs.

2011-07 - 2013-12

Assistant Professor of Education

UNIVERSITY OF MALAWI, Zomba

Teaching Activity: Educational Statistics, Evaluation Methodology, Instructional Design I and II, Technology in Education.

Research Activity: Authored six articles and presented two papers.

Departmental Service: Advised students, served on the Computer and wrote a technology grant application.

College Service: Served on the General Curriculum Committee.

Significant Achievements:

- Received Outstanding Teaching Award.
- Secured \$120,000 technology grant to fund a computer-based experimental classroom.
- Room became a showplace for community groups and corporate training partners.
- Designed and supervised first annual Teacher Open House intended to inform local high school teachers about opportunities for their students and themselves.

- Achieved a 22% enrollment rate for visiting teachers and a 38% increase in high school student referrals.

2009-03 - 2011-05

Lecturer

UNIVERSITY OF PRETORIA, Pretoria

- Taught Educational Statistics, Instructional Design, Mathematics Education, and Technology in Education.
- Wrote three articles on instructional techniques for corporate training.
- Oversaw staffing of the college computer lab.
- Designed and taught a series of short courses on mathematics education using technology to provide in-service hours for working teachers.
- Developed and delivered workshops on data analysis for educators in order to address the State's new credential requirement.
- Tutored advanced students and advised about university matriculation; 12 students continued on to become merit scholars.
- Consulted at local high schools to support development of instructional technology.

2008-12 - 2009-01

Adjunct Professor of Education

OAKLAND COMMUNITY COLLEGE, Oakland, USA

- Taught Computers in Education and Educational Statistics.
- Wrote and presented a paper on the comparison of corporate and academic instructional goals.
- Consulted with local schools on the scope of the mathematics curriculum.
- Received positive student evaluations based on the design of the courses and the methods of delivery.
- Coached students to achieve highest ratings on the CBEST certification exam.
- Developed and delivered an introductory practicum on instructional techniques in corporate education.

Highlights of Work Experience

2007-01 - 2008-11

Director of Corporate Training

NAIROBI BUSINESS CENTER, Nairobi

- Managed an instructional staff of 25, including course designers, authors, graphic artists, trainers, evaluators, and counselors.
- Developed promotional campaigns to recruit corporate clients.
- Designed rapid course development process for customized programs.
- Advised students on course choices and career goals.
- Supervised the evaluation of programs and review of trainers.
- Established a loyal base of corporate clients, resulting in 28% growth in course subscriptions.
- Spearheaded conversion of traditional course development techniques from paper-based to computer-based design, decreasing development time by two weeks.
- Emphasized customized curricula for banking and securities industry, achieving a 32% increase in course revenue.

2003-06 - 2006-09

Manager of Executive Education Programs

NAIROBI BUSINESS CENTER, Nairobi

- Directed 8-person development team focused on instructional programs for the working executive.
- Identified marketing opportunities and oversaw development of marketing campaigns for executive education.
- Presented curriculum overviews to professional associations.
- Formed alliances with local business to identify and meet educational needs.
- Reviewed and evaluated course delivery and content.
- Tailored the case-study instructional technique to provide real-world scenarios for students to practice active analysis and decision-making.
- Developed a targeted presentation introducing program objectives and benefits to inform business professionals of educational opportunities.
- Designed a peer review and mentoring process for trainers, resulting in a 30% increase in trainer evaluation scores.

2001-01 - 2003-01

Lead Corporate Trainer

EFFLUX CONSULTING, Lilongwe

- Supervised and scheduled four corporate trainers.
- Taught courses in mathematics and statistics.
- Advised and tutored students.
- Developed and piloted instructional modules.

2000-01 - 2001-01

Corporate Trainer

EFFLUX CONSULTING, Lilongwe

- Taught corporate training courses in mathematics and statistics.
- Advised and tutored students.

Service

Service to the Profession

- Corporate Trainer Ethics Committee, International Association for Continuing Education & Training, Co-Chair
- Program Reviews of Mzuzu University and Chancellor College, Lead Evaluator
- Accreditation Teams, National Council for Higher Education, Visiting Team Member
- Public Interviews on Radio and Television Stations, Radio 2FM, Times Radio, Zodiak Broadcasting Station
- CEO Panel on Executive Training, The International Association for Management Education, Member

Service to the University

- Accreditation Task Force Member
- Open House, Co-Chair, Coordinated Visiting High School Teacher Program
- Alumni Awareness Campaign, Chair
- Welcome Week, Area Leader
- Technology Committee, Member
- Training Committee, Member
- HR Committee, Member
- Participated in New Student Prospecting Sponsored by Admissions Department
- Solicited and Developed Corporate Research Sponsorships

Service to the School

- Curriculum Committee, Chair
- Research Review Committee, Member
- Mentoring Program, Developer and Manager
- Student Assimilation Program, Participant
- Student Advising – Undeclared Majors
- College Night Recruiting, Advisor

Service to the Community

- Consulted on installation and operation of numerous computer training centers in public and private schools, community centers, and corporate training sites.
- Delivered lectures on self-help techniques for corporate job seekers, sponsored by Economic Development Council.
- Supervised community-based programs for employment development, focusing on job skills and training.
- Facilitated corporate sponsorships of community development programs by encouraging monetary and equipment donations. Established a public service program in which advanced students donated time to provide hands-on instruction in community-based training centers.

Publications

Books

Chipala, W. B. (2000). Technology in the Workplace. Boston: Zomba, Kachele Publications.

Chipala, W. B. (1999). Guide to Executive Training Strategies. Zomba, Kachele Publications.

Chipala W. B. (1998). Primer for Corporate Trainers. Zomba, Kachele Publications.

Chapters

Adams, S. L., Chipala, W. B., & O'Malley, D. S., (1996). International Review of Corporate Training Strategies. In P. Roberson, Worldwide Corporate Training (pp. 28-73). Philadelphia: Business Press.

Cordova, C., & Chipala, W. B., (1998). Knowledge Transfer in Corporate America. In R. McEnvoy, Corporate Culture (pp. 215-258). Los Angeles: Corporate Publications.

Chipala, W. B., (1998). Evaluation Strategies for Corporate Training. In C. Fong, Evaluation in Education (pp. 280-315). San Francisco: Helix.

Chipala, W. B., & McLeod, M. L., (2000). Ethics for Corporate Trainers. In P. Winters, Workplace Training (pp. 162-214). New York: Harcourt.

Chipala, W. B., & Simms, A. B., (2001). Research Designs for Corporate Training. In T. Saunders, Research in Corporate Training (pp. 82-128). New York: Doubleday.

Chipala, W. B., & Thomas, M. R., (2002). Scenario-Based Training. In T. Mack, New Dimensions in Learning (pp. 130 - 185). Los Angeles: Acme Press.

Articles

Phiri, S. L., Chipala, W. B., & O'Malley, D. S., (1996). Three Case Studies: American, European, and Japanese Training Solutions. International Training, *45*, 165-182.

Chipala, W. B., & McLeod, M. L., (2000). The Elements of Effective Simulations. Business Training Strategies, *15*, 25-42.

Chipala, W. B., O'Malley, & Wong, D. S., (1999). The Application of Csikszentmihalyi Flow Theory to Corporate Training. Psychology of Learning, *28*, 5-27.

Chipala, W. B., & Thomas, M. R., (2002). Meta-Analysis of Training Strategies. Journal of Educational Statistics, *82*, 32-45.

Chipala, W. B., & Winters, P., (2001). Web Usage in Corporate America. Education Review, *72*, 52-58.

Papers

Chipala, W. B., (2001). Disjointed Learning, a Critique of Just-in-Time Training, Proceedings of American Society for Training & Development, 52-60.

Chipala, W. B., (1999). Train the Trainer – Using Technology, Conference Proceedings of International Association for Continuing Education & Training, 78-92.

Chipala, W. B., (1998). Defining Training Goals and Measuring Results, Annual Meeting of Academy of Human Resource Development, 143-147.

Chipala, W. B., (1994). Addressing Cultural Issues through Training, Proceedings of Society for Human Resources Management, 201-238.

Presentations

Conference Presentations, Poster Sessions, School and Community Lectures

- Collaborative Learning Strategies to Increase Realism, (1995). New York Chapter of the Academy of Human Resource Development.
- Computer-Based Training for Executives, (2001). Conference of the International Association for Management Education.
- Data Collection Techniques for Online Learning, (2000). Annual Meeting of Society for Applied Learning Technology.
- Ethical Considerations in Online Learning Research, (1997). Convention of the American Education Research Association.
- Instructional Methodology in Corporate Training, (1996). Meeting of the California Chapter of the American Society for Training & Development.
- Internet Training Strategies, (June 2000). Campus Presentation, Mzuzu University.
- Measuring ROI for Corporate Training, (October 1999). Commonwealth Club.
- Online Learning – Fad or Future? (May 2002). Meeting of Technology Roundtable of San Francisco.
- Overview of Development Tools for Online Learning, (February 2000). Campus Presentation, University of Malawi.
- The Costs of Not Training Executives, (March 2001). Northern California Chapter of the Council for Adult & Experiential Education.
- Time to Learn? (April 1999). Campus Roundtable, Oakland University.

Honors and Awards

School Awards

- Alumni Relations Award, 1999
- Distinguished Teacher Award, 5 years
- Researcher of the Year, 2001
- University Service Award, 2002

Professional Awards

- Business Educators of America Award, 1996
- Dewey Outstanding Educator, 2000
- Double Helix Award for Educational Research, 1998
- Piaget Prize for Significant Research Contribution, 2001

Community Awards

- Business Leaders of America Prize, 2012

- Dewey Outstanding Educator, 2000

Research Activity

Research Topics

- Realism in Corporate Training
- Simulation-Based Training
- Scenario-Based Training
- Technology in Education
- Trainer Evaluation and Training
- Executive Instructional Techniques and Effectiveness

Directed Research Topics

- Effectiveness of Instructional Technology
- Effects of Training on Cultural Change
- Human Resources Deployment and Support
- Technology-Based Corporate Training
- The Corporate Trainer Curriculum

Teaching Activity

Courses Taught

- | | |
|---|-----------------------------------|
| • Adult Learning Theory | • History of Education |
| • Advanced Statistics | • Instructional Design I |
| • Collaborative Learning Strategies | • Instructional Design II |
| • Colloquium in Scenario-Based Training | • Motivational Theory |
| • Corporate Training Philosophy | • Online Learning Models |
| • Current Issues in Computer-Based Learning | • Practicum in Corporate Training |
| • Curriculum Theory | • Research Methods |
| • Educational Statistics | • Technology in Education |
| • Evaluation Methodology | |

Courses Developed

- | | |
|---|---|
| • Adult Learning Theory | • Current Issues in Computer-Based Learning |
| • Collaborative Learning Strategies | • Online Learning Models |
| • Colloquium in Scenario-Based Training | • Practicum in Corporate Training |
| • Corporate Training Philosophy | • Technology in Education |

Evaluation Results

- Consistently received student evaluation ratings in the top 5 percentile nationwide.
- Chosen as an instructional model for implementing new techniques and strategies.
- Designated as Master Teacher, fastest promotion in the history of the university.

Memberships

- Academy of Human Resource Development (AHRD)
- CompTIA Technology Learning Group
- Council for Adult & Experiential Education (CAEL)
- International Association for Continuing Education & Training (IACET)
- The International Association for Management Education (AACSB)
- Society for Human Resources Management (SHRM)

COVER LETTERS

John Salima

P/Bag 0987654, Limbe

Cell: 1234567

Email: noname@email.com

Today's Date

Hiring Manager's Name

123 Company Address

APPLICATION FOR THE POSITION OF UNIVERSITY LECTURER

Dear Mr. Sidney Phiri,

I am writing to express my interest in the position of University Lecturer for the SHRP Department of Interdisciplinary Studies. I currently hold a PhD in Interdisciplinary Studies from Nsanje University, and have over 15 years of experience as a professor and administrator in health policy development. I completed an interdisciplinary doctoral dissertation utilizing elements of ethnomusicology, public policy, thanatology, and liturgical practice to explore HIV policy.

I offer a unique combination of undergraduate and graduate level teaching in both traditional and online settings, as well as Health Administration and Consulting background in the healthcare profession. I believe this combination of professional and academic experience ensures I am an excellent fit for this position.

Currently, I serve as Program Director of Management and Assistant Professor of Management for the Accelerated Studies for Adults Programs for Kasungu College. I have incorporated elements of interdisciplinary research in the Masters of Management program at Kasungu College, where I have been instrumental in revising the curriculum. I coordinate administration for the management degree programs, develop online instruction and certificate programs, as well as design and facilitate online courses in Management. In addition, I direct 100+ adjunct and 6 full time faculty serving 350 students in 11 sites across Malawi. My work as online faculty extends to assisting students as Doctoral Dissertation Mentor and Committee Chair for the MBA Healthcare Administration program at Central Region University. I have previously served as Executive Director and Program Administrator for Lilongwe City AIDS Council.

I have a passion for initiating, revamping, and redesigning programs in health sciences, health care management, health leadership, and health advocacy. I am able to leverage my previous experience as Executive Director of Lilongwe City AIDS Council to advise students on real world scenarios and situations. I have a proven background designing and implementing a health sciences research agenda and creating successful curriculum programs for online students.

I would enjoy discussing the Adjunct Professor position with you in the weeks to come. In the meantime, I am enclosing my Curriculum Vitae; letters of recommendation and references will arrive under separate cover. If you require any additional materials or information, I would be happy to supply it. Thank you for your consideration.

Sincerely,
John Salima

John Salima

P/Bag 0987654, Limbe

Cell: 1234567

Email: noname@email.com

Today's Date

Hiring Manager's Name

123 Company Address

APPLICATION FOR THE POSITION OF BRANCH MANAGER, FINANCE

Dear [Hiring Manager's Name],

As an experienced Branch Finance Manager with a strong focus in accounting and financial leadership, am writing to express my interest in applying for the [Position Title] position at [Company], which I learned about through a job listing on [Source]. Based on my experienced working with Efflux Bank, I believe my expertise with business management in a hands-on setting paired with my passion for customer service present me as well-prepared candidate for this position.

- **As a Sales and Service Manager**, I developed the leadership and business management skills necessary to excel in a position like [Position Title]. As the assistant to the Branch Manager, I supervise all daily operations and accounting activities at my branch. Additionally, I prepare much of the financial reporting necessary for making strategic decisions – including cash auditing, budgeting, costing, and revenue projection. This position perfectly prepares me with the financial accounting know-how necessary to understand the role and the leadership and the customer-centric mindset to achieve objectives to improve the lives of the people [Company] serves.
- **In the Leadership Development Program**, I sharpened an in-depth knowledge of commercially processing – such as investigating and producing credit reports, processing loans, underwriting, growing revenue, and reporting on financial health. Here I attended, I received mentorship from upper management that helped promote me into the astute leader that I am. Ascending through the program has given me the opportunity to foster a strong sense of leadership, diligence, and financial acumen that set me on the path I am on today - the same skills that will help me be someone on your team who can motivate others to exceed customer expectations and outperform competing firms.
- **[Position Title] demands a high-level competency in customer focus**, which I have demonstrated through my job trajectory. Starting my career as a Bank Teller honed my strong banking services knowledge and my unflinching desire and care for great customer service. Additionally, it demonstrates my professional goals for consistent personal innovation, relationship building, and autonomy.

I am passionate about my work in branch management, accounting processes, and customer relations. Furthermore, I am looking to be challenged in a new role where I can leverage my financial budgeting experience and expertise in a new environment; where I can continue to expand my skillset and excel as [Position Title] at [Company].

Please feel free to contact me via email with questions of further information. Thanks for your time and consideration, and I look forward to hearing from you.

Sincerely,
Johns Salima.