

Shannon R. Flumerfelt, Ph.D.

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EDUCATION/CERTIFICATION-----

Doctor of Philosophy/Oakland University, Rochester, MI Curriculum, Instruction and Leadership	<i>2001</i>
Specialist in Education/Oakland University, Rochester, MI Curriculum, Instruction and Leadership	<i>1995</i>
Master of Arts in Education/Michigan State Univ, ELansing, MI Business Education/Graduated with honors	<i>1981</i>
Bachelor of Science in Education/Central Mich Univ, MPleasant, MI Business Education/Graduated with honors	<i>1977</i>
Myers-Briggs Type Indicator Administration/Interpretation Certification test, Masterclass	<i>2004</i>
Permanent K-12 Administrative Certification, State of Michigan	<i>1995</i>
Permanent Teaching/Vocational Certification, State of Michigan	<i>1981</i>

PROFESSIONAL EXPERIENCE-----

Endowed Professor of Lean/Oakland University Pawley Lean Institute	<i>2011-2014</i>
Director Lean Thinking/Oakland University Pawley Lean Institute	<i>2008-present</i>
Associate Professor/Oakland University Educational Leadership, School of Education and Human Services	<i>2004-present</i>
Co-Founder,Co-President/CharacterShip Works Inc Lean publications, creative processes, character, leadership	<i>2003-present</i>
Special Instructor/ Educational Consultant/Oakland University Educational Leadership, Professional Development and Outreach	<i>2004</i>
Master of Arts in Teaching Coordinator/Oakland University Professional Development and Outreach	<i>2001-2003</i>
Adjunct Faculty/Lecturer/Oakland University Educational Leadership, Professional Development and Outreach	<i>2001-2004</i>
Associate Principal/Bloomfield Hills, MI Andover High School, Bloomfield Hills Schools	<i>1993-2003</i>

High School Counselor/Bloomfield Hills, MI Andover High School, Bloomfield Hills Schools	<i>1995-1996</i>
Founder, Principal/Bloomfield Hills, MI Model High School, Bloomfield Hills Schools	<i>1990-1993</i>
Business Education Teacher/Community College, Secondary Bloomfield Hills Schools, Macomb Comm College, Utica Comm Schools	<i>1977-1990</i>
Co-Founder, Co-Owner /Heritage Hills Residential property development, Rochester, MI	<i>1985-present</i>

OTHER PROFESSIONAL EXPERIENCE-----

Presenter, 2011	Michigan Lean Consortium
Member, 2011	Michigan Lean Consortium Education Taskforce
Member, 2010	Lead Team, Leadership Development, Shoreline Church
Co-Founder, 2009	Shoreline Academy of Leaders Program
Co-Founder, 2007	Young Writer Award Program, creative writing awards
Chair, 2003	Technology Dev/Virtual Learning Bloomfield Hills Schools
Chair, 1997-2003	Andover Leadership Academy, Women's Issues Andover High School, Bloomfield Hills Schools
Member, 1998	Bloomfield Hills Leadership Development Group Bloomfield Hills Schools
Consultant, 1993	International Academy Planning Committee Bloomfield Hills Schools
Liaison, 1995-2003	Accreditation Process, NCA Andover High School, Bloomfield Hills Schools
Co-Chair, 1998	District Code of Conduct Review Committee Bloomfield Hills Schools
Chair, 1995	Andover Time Study Committee (Block Schedule) Andover High School, Bloomfield Hills Schools
Member, 1995	District High School Restructuring Team Bloomfield Hills Schools
Member, 1994	Oakland ISD Vocational Governance Action Team Bloomfield Hills Schools
Liaison, 1990	K-12 Internet Pilot, Merit Systems, Ann Arbor, MI Model High School, Bloomfield Hills Schools
Co-Chair, 1999	Bloomfield District Portfolio Committee Bloomfield Hills Schools
Member, 1995	NCA Team/Grosse Point North HS
Member, 1990	Jason Project Planning Committee Model High School, Bloomfield Hills Schools
Co-Author, 1990	\$1 million RJR Nabisco Next Century Schools Grant Model High School, Bloomfield Hills Schools
Co-Author, 1990	\$35,000 State of Michigan Restructuring Schools Grant Model High School, Bloomfield Hills Schools

AWARDS-----

- Endowed Professor of Lean, Pawley Lean Institute, Oakland University 2011-2014
- Recipient of Sunrise Pinnacle Award for Innovation in Teaching
Greater Rochester Area 2008
- Nomination for Oakland University Teaching Excellence Award 2007

GRANTS, FUNDED RESEARCH-----

- Flumerfelt, S. (2011-2014). *Virtual learning simulation for lean training*. Oakland University: Pawley Institute of Lean Thinking; \$15,000.
- Flumerfelt, S. (2010-2011). *Lean thinking for schools*. Oakland University: Pawley Institute of Lean Thinking; \$30,500.
- Flumerfelt, S. (rejected, October 2009). *Improving leadership quality and student achievement with lean*. Institute of Education Sciences, Education Research Grant Program, CDFA 84.305A; \$737,839.
- Johnson, E. & Flumerfelt, S. (2009). *An investigation of leadership development among mid- and upper-level female leaders*. Oakland University: School of Education and Human Services Investigative Research Awards; \$3,000.
- Flumerfelt, S. (2009). *Grounded theory research on organizational learning and development*. Oakland University: Pawley Institute of Lean Thinking; \$20,500.
- Flumerfelt, S. (2009). *Understanding schools using lean*. Oakland University: Pawley Institute of Lean Thinking; \$2,400.
- Flumerfelt, S. (2008). *Grounded theory research for schools/districts on organizational learning and development*. Oakland University: Pawley Learning Institute; \$20,500.
- Flumerfelt, S. (2007). *Grounded theory research for schools/districts on organizational learning and development*. Oakland University: Pawley Learning Institute; \$20,500.
- Flumerfelt, S. (2007). *Best practices in e-Learning for organizational transformation*. National Science Foundation, Social, Behavioral, Economic Sciences, Innovation and Organizational Change; \$99,979. Not funded.
- Flumerfelt, S. & Smith, J. (2006). *A proposal for the support of research for the study of student characteristics and student learning experiences of online and on-ground graduate degree programs*. Oakland University: SEHS Investigative Activities Award Program; \$700.
- Flumerfelt, S. (2005). *The organizational competency of branding for public schools*. IBM Centers for Innovation, Research Area of Education, Topic of Special Interest of Organizational Transformation; \$20,000. Not funded.

PUBLICATIONS-----

Book Chapters

- Flumerfelt, S., Feun, L. & Maxfield, R. (2011). Understanding gender-based leadership learning behaviors. In J. Martin (Eds.), *Women as Leaders in Education: Succeeding Despite Inequity, Discrimination, and Other Challenges*.
- Ingram, I. & Flumerfelt, S. (2007). Chapter 28: A diversity training matter for aspiring and practicing principals. In M. A. McMorris & T. J. Manson (Eds.), *Hostile corridors: Advocates and obstacles to educating multicultural America* (pp. 349-357). Stanford, CT: Thomson Custom.

Journal Articles (Refereed)

- Arnold, A. & Flumerfelt, S. (under review 2011). Interlacing mission, strategic plan and vision to lean: Powerful DNA for change.
- Villareal, J.J., Flumerfelt, S. & Feun, L. (under review 2011). A study of lean organizational practices of the International Baccalaureate Middle Years Programme in Texas.
- Flumerfelt, S. & Green, G. (under review 2011). A lean approach to high school instruction: Informed commentary of continuous improvement and the flipped classroom.
- Kahlen, F-J., Flumerfelt, S. Siribang-Manalang, A. B. & Alves, A. (in press, 2011). Benefits of lean teaching. *Proceedings of the Annual Mechanical Engineering Congress & Exposition, IMECE2011, November 11-17, 2011*. Denver, CO.
- Kahlen, F-J., Flumerfelt, S. Siribang-Manalang, A. B. & Alves, A. (under review 2011). Can organizations practice impact sustainable energy supply and demand.
- Kahlen, F-J., Flumerfelt, S. Siribang-Manalang, A. B. & Alves, A. (under review 2011). A lean engineering perspective on engineering education challenges
- Flumerfelt, S. (under review 2011). As leadership practice develops a district develops: A grounded theory study of lean training and implementation.
- Flumerfelt, S. & Banachowski, M. (2011). Understanding leadership paradigms and improvement in higher education. *Quality Assurance Journal*, 19(3), 224-247.
- Flumerfelt, S. & Banachowski, M. (under review 2010). Understanding paradigm and process shifts: A case study of continuous improvement.
- Flumerfelt, S. & Banachowski, M. (under review 2011). A study of leadership paradigms for organizational improvement based on lean training.
- Flumerfelt, S. & Cousins, S. (under review 2010). A district benefits from best practices in the business sector.

- Flumerfelt, S., Ingram, I., Smith, J., & Brockberg, K. (Summer 2009). An examination of professional goal plans and leadership ethics. *Journal of Scholarship and Practice*, 6(2). 10-20.
- Maxfield, R., Flumerfelt, S. & Feun, L. (Winter 2009). The empowering principal: Leadership behaviors needed by effective principals as identified by emerging leaders and principals. *The International Journal of Teacher Leadership*, 2(2). 1-12.
- Ingram, I. & Flumerfelt, S. (Spring 2009). Ethical development and diversity training for educational leaders. *School Leadership Review*, 4(2), 55-78.
- Flumerfelt, S. (2007). Developing educational leaders: Using MBTI Form M in an online environment. *Journal of Psychological Type*, 11, 103-113.
- Flumerfelt, S., Maxfield, R. & Feun, L. (2007). Leadership learning systems. *The International Journal of Knowledge, Culture & Change Management*, 7, www.management-journal.com.
- Flumerfelt, S., Ingram, I., Smith, J., Brockberg, K. (2007). A study of higher education student achievement based on transformative and lifelong learning processes. *Journal of Mentoring and Tutoring*, 15(1), 107-118.
- Flumerfelt, S. (2006). Understanding organizational efficiency and branding in public schools in the United States. *The International Journal of Knowledge, Culture & Change Management*, 6(1), 79-86.
- Flumerfelt, S. (2005). Leadership development and a case for the use of taxonomies [Electronic version]. *E-Journal of Organizational Learning and Leadership*, 4, 1-9.
- Flumerfelt, S. & Ingram, I. (2005). Keeping it real: The ABC's of organizational authenticity. *Proceedings of the Conference on Excellence in Teaching and Learning: Bridging the Theory, Research, Practice and Policy Gaps*. Michigan Association of Teacher Educators.

Manuscripts, Books, 3-D Simulations Currently Under Development

- Flumerfelt, S. *Lean facilitation made easy: Lean Poker I, II, III* (in press, 2011).
- Flumerfelt, S. *Lean essential for school leaders* (in press, 2012).
- Flumerfelt, S. & Soma, P. *The lean journey of a CFO/COO* (in development)
- Kahlen, F. J., Flumerfelt, S., Siribang-Manalang, A. & Alves, A. (Accepted proposal, ASME Press) *Engineering education 2030: a case for ethics, systems thinking, sustainability and lean engineering* (working title).
- Flumerfelt, S. & Partin, E. *Lean essentials for church leaders* (in development)
- Flumerfelt, S. & Bongers, N. *The push-pull factory, 3-D simulation in Second Life*. (in pilot testing, 2012).

Flumerfelt, S. & Bongers, N. *Lean poker, 3-D simulation in Second Life*. (in pilot testing, 2012).

Flumerfelt, S. *Systems thinking for school leaders* (in development)

Flumerfelt, S. *The five surprises of lean*. (Invited, in development).

Flumerfelt, S. *Five parables for lean*.

Flumerfelt, S. *Lean facilitation made easy: Rumor Has It I, II, III* (in development).

Publications (Editor Invitation/Review), Reports, Weblogs, Learning Games

Armen, H., Flumerfelt, S., Halada, G. & Kahlen, F. J. (December, 2011). Complexity and consequence: [Crowdsourcing Project]. *Mechanical Engineering*, 133(12), pp. 46-49.

Hillberg, P., Flumerfelt, S., VanTil, R. & Tierney, J. (2011). *Education lifecycle management: Applying 21st enterprise architecture to K-20 education*. Whitepaper.

Flumerfelt, S. & Bongers, N. (2011). *Push/pull factory* [Second Life Simulation]. Oakland University Island.

Flumerfelt, S. & Bongers, N. (2011). *Lean poker* [Second Life Simulation]. Oakland University Island.

Flumerfelt, S. (2011, April). Has your budget been reduced lately? Create and relate. *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. (2010). Problems with the commons? *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. & Brockberg, K. (May 2009). Is it overproduction to herd cats? Give stakeholders what they want. *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. & Brockberg, K. (April 2009). Culture is a cash cow: Using a new mental model. *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. & Brockberg, K. (March 2009). Act like a CSI detective: Go to gemba. *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. & Brockberg, K. (February 2009). To change or not to change: That is the Question. *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. & Brockberg, K. (January 2009). Budget crises in schools. *Pawley Institute of Lean Thinking for Schools Weblog*.

Flumerfelt, S. & Brockberg, K. (October 2008). Lean transformation. *Pawley Institute of Lean Thinking for Schools Weblog*.

- Flumerfelt, S. & Brockberg, K. (August 2008). Who is lean? *Pawley Institute of Lean Thinking for Schools Weblog*.
- Flumerfelt, S. & Brockberg, K. (July 2008). Lean Learning Mileposts. *Pawley Institute of Lean Thinking for Schools Weblog*.
- Flumerfelt, S. (July 21, 2008). Lean thinking for schools: Learning to identify value and eliminate waste. *Education Report, Guest Editorial*.
- Flumerfelt, S. & Brockberg, K. (June 2008). Stages of becoming lean. *Pawley Institute of Lean Thinking for Schools Weblog*.
- Flumerfelt, S. (October, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: Organizational accountability thinking. *WeLead in Learning*.
- Flumerfelt, S. (September, 2007). Editorial for *weLead Online Magazine*: Organizational authenticity. *WeLead in Learning*.
- Flumerfelt, S. (August, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: Organizations and learning. *WeLead in Learning*.
- Flumerfelt, S. (July, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: Understanding schools, understanding leadership: An interview with Jeff Neall and Amber Hall. *WeLead in Learning*.
- Flumerfelt, S. (May, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: Understanding diversity in the workplace: An interview with Carl Camden. *WeLead in Learning*.
- Flumerfelt, S. (April, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: Transforming culture through servant leadership: An interview with Carole Zegel. *WeLead in Learning*.
- Flumerfelt, S. (February, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: The significance of e-learning and organizational transformation: Part two. *WeLead in Learning*.
- Flumerfelt, S. (March, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: The significance of e-learning and organizational transformation: Part three. *WeLead in Learning*.
- Flumerfelt, S. (January, 2007, Editor Invitation). Editorial for *weLead Online Magazine*: The significance of e-learning and organizational transformation: Part one. *WeLead in Learning*.
- Flumerfelt, S. (December, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: The keys to organizational success. *WeLead in Learning*.
- Flumerfelt, S. (November, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: The Epistemology of Leadership. *WeLead in Learning*.
- Flumerfelt, S. (October, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: Transformational Public Sector HR: Becoming Strategic. *WeLead in Learning*.

- Flumerfelt, S. (September, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: Knowledge—The indefatigable resource. *WeLead in Learning*.
- Flumerfelt, S. (August, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: Communities of inquiry and practice. *WeLead in Learning*.
- Flumerfelt, S. (July, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: The mental model of organizational thinking and doing. *WeLead in Learning*.
- Flumerfelt, S. (June, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: The knowledge economy and organizations. *WeLead in Learning*.
- Flumerfelt, S. (May, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: The importance of collaborative communities. *WeLead in Learning*.
- Flumerfelt, S. (April, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: Understanding transformational leadership. *WeLead in Learning*.
- Flumerfelt, S. (March, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: Defining leadership as a process. *WeLead in Learning*.
- Flumerfelt, S. (February, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: The symbiotic dimensions of branding: competitive and endurance. *WeLead in Learning*.
- Flumerfelt, S. (January, 2006, Editor Invitation). Editorial for *weLead Online Magazine*: Accountability in organizations. *WeLead in Learning*.
- Flumerfelt, S. (December, 2005, Editor Invitation). Editorial for *weLead Online Magazine*: Servant leadership. *WeLead in Learning*.
- Flumerfelt, S. & Follo E. (2004). Innovative high schools for able students, *American School Board Journal*, 191(11), 20-23.

PRESENTATIONS-----

International/National (Refereed)

- Alves, A., Kahlen, F.J, Flumerfelt, S. & Siriban-Manalang, A. (Pending Track Co-Chair, November 9-15, 2012). *Education and globalization: Curriculum innovations, pedagogy, and learning methodologies*. Houston, TX: ASME 2012 International Mechanical Engineering Congress & Exposition.
- Flumerfelt, S. (invited speaker, September 28, 2011). *Four emerging curricular and instructional management strategies in engineering education*. Hong Kong: 2011 International Leadership Summit, American Society of Mechanical Engineers.
- Kahlen, F. J., Flumerfelt, S., Siriban-Manalang, A., & Alves, A. (November 11-17, 2011) *The benefits of teaching lean*. Paper Presentation for the Proceedings for the Annual International Mechanical Engineering Conferences Exposition. Denver.

- Flumerfelt, S. (invited panelist, November 2010). *Lean thinking: What it is and how to teach it*. Proposal for Invited Panelist ASME IMECE 2010 Conference, British Columbia: Van Couver.
- Johnson, E., Flumerfelt, S & Brown, B. (April 2010). *A study of leadership development among women in mid- and upper-level leadership positions*. 2010 AERA Annual Conference, Understanding Complex Ecologies in a Changing World, Denver, CO.
- Flumerfelt, S. & Johnson, E. (August 2009). *An investigation of leadership development among women in mid- and upper-level leadership positions*. 2009 NCPEA Annual Conference, San Antonio, TX.
- Flumerfelt, S., Maxfield, R. & Feun, L. (July 2007). Leadership learning systems. Knowledge Organisations, Knowledge Economy, Knowledge Society: The 2007 International Conference of Knowledge, Culture and Change Management, Singapore.
- Flumerfelt, S. & Maxfield, R. (February 2007). *Leadership learning, a study of teacher leaders and school administrators*. NCPEA Conference Within a Conference, Las Vegas, NV.
- Flumerfelt, S. (August 2006). *Taxonomy development and use for an educational leadership graduate Program*, 60th NCPEA Summer Conference: Best Practices in Educational Administration: Research, Teaching and Service, Lexington, KY.
- Flumerfelt, S. & Smith, J. (July 2006). *Comparing qualities of online and onground graduate students*, 4th International Conference on Education & Information Systems Technologies and Applications, Orlando, FL.
- Flumerfelt, S. (June 2006). *Understanding organizational efficiency and branding in public schools in the United States*, The 2006 International Conference of Knowledge, Culture & Change Management, Prato, Italy.
- Flumerfelt, S. & Ferguson, M. (November 2005). *Trust and public high schools*, Midwest Philosophy in Education Association Conference, Chicago, Illinois.
- Flumerfelt, S. (July 2005). *Evaluation of the effectiveness of an online graduate program*, National Council of Professors of Educational Administration Annual Conference, Washington, D.C.
- Flumerfelt, S. (July 2004). *A model for thinking and doing*, National Council of Professors of Educational Administration Annual Conference, Branson, Missouri.

State (Refereed)

- Flumerfelt, S., Ingram, I., Brockberg, K. & Smith, J. (February, 2006). *Using taxonomies for the preliminary investigation of student development and practice*, Michigan Academy of Arts, Sciences and Letters 2006 Conference, Rochester, MI.
- Flumerfelt, S., Ingram, I., Brockberg, K. & Smith, J. (February, 2006). *An examination of ethical student development*, Michigan Academy of Arts, Sciences and Letters 2006 Conference, Rochester, MI.

Flumerfelt, S. (2006). *Using taxonomies in providing descriptive feedback to students*. Michigan Association of Teacher Educators Annual Conference, Bay City, MI.

Flumerfelt, S. & Ingram, I. (October 2005). *Education and authenticity*, Michigan Association of Teacher Educators Annual Conference, Bay City, Michigan.

University (Refereed)

Flumerfelt, S. (April 19, 2007). *Comparing online and onground pedagogy using Delphi methods*. Sharing Scholarly and Research-Oriented Work and Thinking: SEHS Annual Scholarship and Research Forum, Rochester, MI.

Flumerfelt, S. (April 20, 2006). *Understanding organizational efficiency and branding in public schools in the United States*, Oakland University's School of Education and Human Services Research Support Committee's Scholarship and Research Forum, Rochester, MI.

Flumerfelt, S. (April 20, 2006). *Examining pedagogical approaches in on-line and on-ground graduate degree programs*, Oakland University's School of Education and Human Services Research Support Committee's Scholarship and Research Forum, Rochester, MI.

Flumerfelt, S. (April 2005). *Comparing qualities of online and on-ground programs*, Oakland University Scholarship Forum, Rochester, Michigan.

Flumerfelt, S. (May 2004). *A taxonomy of adolescent leadership development*, Oakland University Research Symposium, Rochester, Michigan.

Invited Presentations, Seminars, Retreats, Webinars and Panels

National/International

Flumerfelt, S. & Levantrosser, D. (Invited Speaker, June 2009). *Change management for training and development webinar*. Southfield, MI: ASTD Regional Meeting.

Flumerfelt, S. (Designer, May 2010). *Lean leadership professional certificate program*. Pawley Learning Institute, Oakland University, Rochester, MI.

Flumerfelt, S. (Presenter, April 26, 2010). *Lean thinking live webinar for North Iowa superintendents*. Pawley Learning Institute, Oakland University, Rochester, MI.

Flumerfelt, S. & Doman, M. (Presenter, April 16, 2010). *Lean thinking live webinar II*. Pawley Learning Institute, Oakland University, Rochester, MI.

Flumerfelt, S. (Presenter, April 9, 2010). *Lean thinking for Iowa schools webinar*. Pawley Learning Institute, Oakland University, Rochester, MI.

Flumerfelt, S. & Doman, M. (Presenter, March 26, 2010). *Lean thinking live webinar I*. Pawley Learning Institute, Oakland University, Rochester, MI.

Flumerfelt, S. (Presenter, March 2010-December 2010). *Lean thinking webinar*. Pawley Learning Institute, Oakland University, Rochester, MI.

- Flumerfelt, S. (Invited Speaker, August 2010). *Lean for higher education*. Kuala Lumpur, Malaysia. Malaysian Ministry of Higher Education.
- Flumerfelt, S. (Invited Speaker, February 2010). *Lean thinking for schools*. Houston, TX: Region 4 Education Service Center/Leadership Fusion, Houston.
- Flumerfelt, S., High S. & Brown W. (December 17, 2009). *Train the facilitator, lean thinking*. American Axle & Manufacturing World Headquarters, Detroit, MI.
- Flumerfelt, S. (Featured Speaker, October, 2009) *Lean thinking for advancement services*. Association of Advancement Services Professionals (AASP) Summit 2009 - Reach for Innovation, Chicago, IL.
- Flumerfelt, S. & Levantrosser, D. (Invited Speaker, September 2009). *Lean thinking for training and development*. Southfield, MI: ASTD Regional Meeting.
- Flumerfelt, S. & Saunders, R. (Invited Speaker, August 2009). *Lean thinking for advancement services*. Rochester, MI: Association of Advancement Services Professionals Webinar.
- Flumerfelt, S. (Invited Speaker, April, 2009). *Lean thinking for schools*. Kingston, Jamaica: Conference for the Consortium of Jamaica, the Caribbean and Latin American Schools.

State

- Flumerfelt, S. & Soma, P. (invited speaker, January 17, 2012). *The lean journey of a CFO/COO*. East Lansing, MI: Michigan School Business Officials Financial Strategies Conference, January 17-18, 2012.
- Flumerfelt, S. (Invited Speaker, January 2011). *Lean leadership in education*. Michigan Lean Consortium.
- Flumerfelt, S. (Invited Speaker, May 2009). *Lean practices for higher education*. Rochester, MI: 2009 Public Universities Conference.
- Adams, G. & Flumerfelt, S. (Invited speaker, October 11, 2007). *E-learning and organizational transformation*. Automation Alley's e-Learning Subcommittee & American Society of Training and Development, Auburn Hills, MI.

Regional/County/Local

- Flumerfelt, S. (Designer, Facilitator, October-December, 2011). *Lean leadership institute*. Traverse City, MI: Traverse City Area Public Schools.
- Flumerfelt, S. (Designer, Facilitator, June-August, 2011). *Lean leadership institute*. Traverse City, MI: Traverse City Area Public Schools.
- Flumerfelt, S. (Presenter, June 20, 2011). *Lean thinking for schools*. Macomb Intermediate School District Summer Leadership Academy.
- Flumerfelt, S. (Designer, Trainer, January-March, 2011). *Lean professional certificate program*. Traverse City, MI: Traverse City Area Public Schools.

- Flumerfelt, S. (Designer, Trainer, October-December, 2010). *Lean professional certificate program and train the trainers*. Muskegon, MI: Reeths-Puffer School District.
- Flumerfelt, S., Maxfield, R. & Smith, J. (Facilitator, February 10, 2010). *Oakland University: Educational leadership department retreat*. Rochester, MI.
- Flumerfelt, S., Maxfield, R. & Smith, J. (Facilitator, February 13, 2009). *Oakland University: Educational leadership department retreat*. Rochester, MI.
- Flumerfelt, S., Brockberg, K., Brown, W., & High, S. (Designer, Lead Trainer, September 2008-February 2009). *Lean professional certificate program*. Muskegon, MI: Reeths-Puffer School District.
- Flumerfelt, S., Brockberg, K. and Brown, W. (Designer and Supervisor, January 2009) *Introduction to lean thinking for community colleges (Half-Day Seminar)*. Clinton Township, MI: Macomb Community College.
- Flumerfelt, S. (Designer, Lead Trainer, November 2008). *Introduction to lean thinking for schools (Half-Day Seminar.)* Clinton Township, MI: Macomb Intermediate Schools.
- Flumerfelt, S. & Brockberg, K. (Designer, Lead Trainer, October 2008). *Introduction to lean thinking for schools (Half-Day Seminar.)* Waterford, MI: Oakland Schools.
- Flumerfelt, S. & Brockberg, K. (Designer, Lead Trainer, August 2008). *Introduction to lean thinking for schools (Two-Day Seminar.)* Muskegon, MI: Muskegon Chamber of Commerce.
- Smith, H., Flumerfelt, S. & Mich, M. (Co-Designer, Co-Facilitator May 2, 2008). *Lean workshop*. Rochester, MI: Clerical-Technical Group, SEHS, Oakland University.
- Flumerfelt, S. (Invited speaker, May 1, 2008). *Leadership ship*. Greater Rochester Chamber of Commerce, Leadership Greater Rochester, Rochester, MI.
- Flumerfelt, S. & Brockberg, K. (Designer, Lead Trainer, March 2008). *Introduction to lean thinking for schools (Two-Day Seminar.)* Ann Arbor, MI: Washtenaw ISD.
- Flumerfelt, S. (Invited panelist, December 4, 2007). *ASTD employee learning week: The future of training and development*. Detroit, MI: American Axle Headquarters.
- Flumerfelt, S. (Co-Designer, Facilitator, November 8, 2007). *Professional development and education outreach annual retreat*. Troy, MI.
- Flumerfelt, S. (Invited speaker, September 12, 2007). *Leadership hip*. Greater Rochester Chamber of Commerce, Leadership Greater Rochester, Rochester, MI.
- Flumerfelt, S., McEneaney, J. & Quinn, J. (Co-Designer, Co-Facilitator, October 11, October 25, November 8, 2007). *Knowledge, management and communities of practice*, Oakland University, SEHS Seminar: Knowledge Management Study Group

Flumerfelt, S. (Interviewee, 2007). Volume 1, episode 12, interview with Shannon Flumerfelt (P. Morehead & R. Maxfield, Director). In School of Education and Human Services, Oakland University (Producer), *Leadership in education podcasts*. Rochester, MI at: <http://www2.oakland.edu/sehs/podcast.xml>

OAKLAND UNIVERSITY TEACHING EXPERIENCE-----

Education Specialist Level Courses

School As a Formal Organization (EA 740)
Fall 2004, 2005/Online: Winter 2006-present

School Business Management (EA 741)
Winter 2005/Hybrid: Winter 2008, Winter 2007

Curriculum, Instruction and Staff Development (EA 746)
Winter 2005/Online: Fall 2006-present

School/Community Development (EA 748)
Hybrid: Summer 2005/Online: Summer 2007, Summer 2008

Internship Experience I (EA 701)
Fall 2005/Online: Spring 2006-present

Internship Experience II (EA 702)
Spring 2006/Online: Spring 2007-present

Professional Seminar (EA 743)
Spring 2006/Online: Summer 2007-present

Cohorts Coordinator of Distance Learning Education Specialist Degree Program
Winter 2006-present

Cohort Coordinator of Education Specialist Degree Program
Fall 2004

Other Education Leadership Courses

Special Studies in Educational Leadership (CIL 590)
Fall 2003

Introduction to Educational Leadership (CIL 500)
Winter 2003

Issues in Educational Leadership (EL 570)
Winter 2004

Human Resource Development Lean Graduate Course

Lean Principles and Application (HRD 620/POM 680/ISE 581)
Fall 2007, Fall 2008

Pawley Institute Lean Professional Certificate

Lean Thinking for Schools Professional Certificate Program
Design, develop, deliver program Fall 2008-present

Lean Leadership for Schools Professional Certificate Program
Design, develop, program, Spring 2010-present

Teacher Development/Educational Studies Master of Arts in Teaching Courses

Learning Theory (TD511)

Fall 2004

Schools in Society (TD 500)

Fall 2002-2004

Other Teacher Development/Educational Studies Courses

Instructional Interaction/Classroom Management (EED 420)

Fall 2002

Methods of Teaching Secondary Students (SED 427)

Spring 2001

Issues of Equity in Schools (TD 519)

Spring 2004

Dissertation Committee Completions

Brown, Beverly. (2011). *The influence of lean on K-12 district management: A case study*. Dissertation for the Doctor of Philosophy in Education: Educational Leadership, Oakland University.

LaBeau, B. (2008). *Uncovering prospective teachers' expressions of identity through the process of digital story-telling*. Dissertation for the Doctor of Philosophy in Education: Educational Leadership, Oakland University.

Jaska, J. (2009). *The impact of ideologies in criminal justice*. Dissertation for the Doctor of Philosophy in Education: Educational Leadership, Oakland University.

Kata, M. L. (2009). *Online student cohorts' experiences of interaction: A quantitative and qualitative comparison of online and traditional student cohorts' experiences of interaction that affect learning and persistence*. Dissertation for the Doctor of Philosophy in Education: Educational Leadership, Oakland University.

Kellett, P. (2010). *Axioms of excellence: A Case study of exemplary post-secondary views of classroom teaching*. Dissertation for the Doctor of Philosophy in Education: Educational Leadership, Oakland University.

Sturgis, L. (2011). *Toward a systemic and intentional approach toward leadership development for the early childhood profession*. Dissertation for the Doctor of Philosophy in Education: Early Childhood Education, Oakland University.

Dissertation Committees/Mentor

Jamita Lewis

Marcie Augenstein

Maria Boyd Springer

Mario Gallegos

Deb LaMothe

Shawn Massey

Dyanne Sanders

Carrie Wozniak

Dan Ferguson

Mario Gallegos

Service-----

International/National

Member	American Society of Mechanical Engineers' Task Lean Engineering, Sustainability, Systems Thinking, Ethics Task Force
Member	American Society of Mechanical Engineers' Task Force on Complex Systems Failure
Editor	<i>E-Journal of Organizational Learning and Leadership</i> , blind review. November 2005-December 2007.
Reviewer	Corporate Executive Board, Washington, DC. Myers-Briggs research. August-October, 2007, July 2008.
Reviewer	<i>School Leadership Review</i> , blind review. 2005-present.
Reviewer	<i>Education Leadership Review</i> , blind review. 2006-present.
Reviewer	<i>2006 Intern'l Conf Knowledge, Culture, Change Management</i> . Prato, Italy, blind review. May 2006.
Reviewer	<i>2007 Intern'l Conf on Information Management</i> . Vancouver, BC., blind review. May 2007.
CoFounder	2007-present, <i>Young Writer Award Program</i> , \$1200/year awards to writers 5-10 years old

State

Member	Automation Alley E-Learning Subcommittee, 2005-2008
Member	Michigan Lean Consortium, 2011-present

County

Oakland University

Member	Educational Lifecycle Management Initiative, 2010-present
Member	Pawley Learning Institute Internal Team/Lean Team, 2007-present
Presenter	Lean Thinking Workshop, Administrative Professionals Assembly, 2011
Presenter	Lean Thinking Webinar, UHR Training, 2010
Editor	Lean Thinking for Schools Whitepapers, 2007-present
Chair	Senate Library Committee, 2008-2009
Member	Online Tuition Committee, 2008-2009
Member	Senate Library Committee, 2007-2008, 2011-2012
Member	Technology Subcommittee of the First Year Council, Winter 2007
Member	Program Assessment (sub), Fall 2006
Member	University Digital Committee (ad hoc), Spring 2005

School of Education and Human Services

Chair	eLearning Task Force, School of Education and Human Services, online degree program development, faculty development, 2010-present
Faculty	Oakland University at Macomb Campus Development, assist with campus development, school partnerships/liaison, 2004-2007
Member	Educational Resources Laboratory Advisory Committee, 2004-2007/2010-

Department of Educational Leadership

Co-Facilitator Alumni Relations, 2010-present
Facilitator Department Website Development, 2010-present
Developer eLearning Education Specialist Cohort, 2005-present
Coordinator Education Specialist Degree, 2005-present
Member Dissertation Committees' Member, Fall 2005-present
Chair Online Education Specialist Committee (ad hoc), 2005
Member Education Specialist Committee, 2005-present
Member Superintendent Certification Committee, 2009-present
Member Ph.D. Committee, 2004-2005
Member Graduate Research Symposium Committee, 2004, 2005
Member Faculty Support Committee, 2005-2007
Member Grade Appeals Committee, 2004-2007