

VITA

CHARLES L. MCPHERSON, PHD.

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PROFESSIONAL PROFILE

- Accomplished program evaluator focused on creditable evaluative methods and strength of evidence for forming evaluative conclusions and value judgments.
- Dedicated management professional with a proven history of success in leading organizations to third-party certification and registration to international compliance standards for business, industry, and education.
- Results-oriented teacher, coach, and facilitator devoted to the success of individuals and devoted to achieving workforce engagement in organizations.
- Innovative designer and implementer of electronic performance support systems and web-based quality management systems for intranet and internet deployment.
- Experienced instructional designer and educator providing paper-based, computer-based, web-based, and blended learning systems and instruction for management training, initial and recurrent technical training, and work instruction.
- Over twenty-five years of experience in the design, development, and implementation of production, quality assurance, and quality control processes for achieving planned outcomes.
- Skillful tactician and liaison between client, requirements organizations, and regulatory agencies with a demonstrated ability to promote communication and establish strong working relationships.

EDUCATION

- **Doctor of Philosophy**, University of South Alabama, Department of Professional Studies, College of Education, Mobile, Alabama, 2015
Dissertation: *Implicit and Explicit Theories of Evaluation Practitioners*.
Chair: R. Burke Johnson, Ph.D.
Area of Emphasis: Program Evaluation
- **Master of Science**, University of South Alabama, Department of Professional Studies, College of Education, Mobile, Alabama, 2007
Internship: Patterson Machine, Inc., Aerospace Division, Arab, Alabama
Area of Emphasis: Human Performance Technology, Instructional Design and Development
- **Bachelor of Divinity**, Pensacola Bible Institute, Pensacola, Florida, 1996
- **Bachelor of Science**, Industrial Engineering Technology, University of the State of New York, Albany, New York, 1984

ACADEMIC HONORS AND AWARDS

- Kappa Delta Pi Omicron Zeta Chapter Scholarship, August 2010
- Kappa Delta Pi (KDP), International Honor Society in Education, Initiated February 2008
- Golden Key International Honour Society, Initiated November 2007

TEACHING EXPERIENCE

Instructor, Auburn Technical Assistance Center, Raymond J. Harbert College of Business, Auburn University, AL, 2003 to present.

- Conduct seminars and workshops for business managers and engineers.
- Teach management systems auditing and program evaluation classes to quality assurance managers and technicians.

Instructor, Bibb County Board of Education, Southwest High School, Macon, GA, 1981 to 1984

- Taught industrial arts classes to tenth, eleventh, and twelfth grade students.

COURSES DEVELOPED AND TAUGHT

- ISO 9001, Quality management systems – Requirements, Executive Overview
- ISO 14001, Environmental management systems – Requirements, Executive Overview
- AS9100 Familiarization Seminar – Aerospace Requirements
- IATF 16949 Requirements for automotive production and relevant service part organizations, Management Seminar
- Failure Mode Effects Analysis – Application and Methods
- Production Part Approval Process for Automotive Suppliers
- Measurement Systems Analysis – Quality Technician Overview
- Advanced Product Quality Planning – Methods and Application
- Statistical Process Control – Quality Technician Overview
- Internal Audits and Performance Evaluation for ISO 9001
- Internal Audits and Performance Evaluation for ISO 14001
- Internal Audits and Performance Evaluation for AS-9100
- Internal Audits and Performance Evaluation for IATF-16949
- Advanced Auditing and Program Evaluation Methods
- Transitioning to ISO 9001:2015: Requirements, Approaches, and Methods
- An Overview of the Conditions and Processes of Learning

TEACHING INTERESTS

- Program Evaluation
- Quality Management / Organization Development
- Learning Theory / Cognitive Information Processing Theory
- Human Performance Technology / Instructional Design and Development
- Research Methods / Philosophy of Science

PROFESSIONAL WORK EXPERIENCE

Professional Consultant for Management Systems, Quality Assurance, and Organizational Development, Auburn University Technical Assistance Center, Raymond J. Harbert College of Business, Auburn University, AL. 2000 to Present

Consulting work is focused primarily on the provision of value-supporting service processes within organizations. The scope of services provided include program evaluation and needs assessment; design, development, and implementation of performance improvement interventions to reduce or close performance gaps at the worker, departmental, and organizational levels; and directing and guiding management in achieving third-party certification to international business and quality assurance standards. Service activities include the following:

- Conducting program evaluations including front-end analysis, needs assessment, performance assessment, formative, and summative evaluations.
- Designing, developing, and implementing interventions to close performance gaps.
- Designing, developing, and implementing intranet/internet-based electronic performance support systems for production management, quality management, training, and quality function deployment.
- Facilitating management planning and establishing quality management system work scopes for organizational alignment with customer, certification, and regulatory requirements.
- Developing management system transition and certification plans for guiding organizations through the certification process for registration to international standards including ISO 9001, IATF 16949, ISO 14001, AS9100, and AS9110.
- Evaluating web content accessibility guidelines (WCAG) and LMS/SCORM compliance for web-based interventions as well as assessing human performance needs relating to language, culture, literacy, or other special needs relating to disability within organizations.
- Developing project management methodologies for determining expenditures within predefined cost centers with regard to cost break-down, cost categories, and hierarchy of job levels to achieve the visibility needed by management functions to identify specific problem areas within a project.
- Designing and implementing comprehensive management training programs tailored to ISO 9001, ISO 14001, IATF 16949, AS9100, AS9110, ISO 21001, and ISO 29993 requirements.
- Directing and facilitating manufacturing organizations in obtaining Parts Manufacture Approval from the FAA per the requirements of CFR Part 21.303, Subpart K.
- Directing and facilitating aerospace maintenance organizations in obtaining a Repair Station License from the FAA per the requirements of CFR Part 145.
- Developing and implementing FAA Repair Station manuals, processes, and work instructions in accordance with the requirements of Title 14 of the Code of Federal Regulations (14 CFR) part 145 for issuance of repair station certification by the FAA.
- Designing, developing, and implementing aerospace repair station employee training programs required under Title 14 of the Code of Federal Regulations (14CFR) part 145.163.

Professional Consulting Services, CLM Enterprise, LLC 2017 to Present

- Providing system training and hardware / software support to clients for Material and Enterprise Resource Planning, project management, and accounting software applications.

- Providing standards-based program evaluation services to learning service providers and educational organizations.
- Consulting for improving human performance including design and development of electronic performance support systems (EPSS).

Director of Quality, Keathley Aviation, Inc., Mobile, Alabama 1996 to 2000

- Directed all aspects of the Quality Assurance organization for the manufacture of over-wing deicing systems for McDonnell Douglas DC-9, MD-80, and MD-95 aircraft.
- Developed and implemented a fabrication inspection system and achieved parts manufacturer approval from the FAA for the manufacture of aircraft replacement parts per the requirements of CFR Part 21.303, Subpart K., including FAA requirements for the following:
 - Design and implementation of a warehouse inventory and parts distribution system for tracking storage, shelf life, and the distribution and sales of parts and components.
 - Establishment of a supplier control program for ensuring that suppliers comply with the requirements for quality and applicable regulatory requirements.
- Served as direct liaison to the FAA for risk evaluation and contingency plans for continuous airworthiness of manufactured parts.
- Directed the quality assurance program for Boeing Commercial Airplane Group Data Conversion Initiative. In this initiative, print-based and 2-D electronic engineering drawings for Boeing 757 and 767 were redrawn by CAD operators using AutoCAD and re-rendered for 3-D modeling in CATIA (computer aided three-dimensional interactive application).
- Provided leadership, guidance, and support to a team of 26 employees including two managers and two supervisors.

Systems Analyst, Manheim Auto Auctions, Pensacola, Florida 1992 to 1996

- Provided system maintenance and support for Enterprise Resource Planning (ERP) and accounting software applications for allocation and tracking of buyer and seller fees.
- Implemented and provided technical support services for project management, cost accounting, and inventory control worksheets designed to interface with ERP application.
- Designed, developed, and supported database tools for asset and inventory tracking.

Production Analyst, Lockheed Martin Corporation, Greenville, SC, 1988 to 1992

- Responsible for planning the use of manpower, tooling, equipment and facilities necessary to maintain and overhaul commercial large transport aircraft.
- Interfaced with customer representatives and maintenance personnel to resolve problems with parts and labor acquisition and maintenance paperwork.
- Identified and defined project work scope and work breakdown structure. Established milestones and critical path in projects. Defined and sequenced tasks. Monitored actual vs. planned performance for effective project management.
- Under direction of the Chief Inspector, ensured that all routine and non-routine tasks were in compliance with FAA regulations (primarily FAR Part 121), the customer's continuous airworthiness program, FAA airworthiness directives, and manufacturer service bulletins.
- Planned and scheduled the fabrication of aircraft structural parts and components in accordance with the customer/air carrier's continuous airworthiness program and CFR Part 121.

- Coordinated parts fabrication requirements with production, quality, customer and DER personnel as required to ensure that approved technical data, engineering data, and special drawings for accomplishing repair or alteration to the customer/air carrier's equipment was made available to shop personnel for production.
- Ensured that adequate tooling, equipment and facilities were available for accomplishing the work as per customer scheduling requirements.
- Researched historical data to provide manpower, tooling and equipment estimates for repetitive tasks and allocation to forthcoming projects.
- Identified idle time within projects and/or fabrication shops in order to provide for cross utilization of manpower/resources.
- Prepared and distributed reports.

Aircraft Mechanic, Airframe and Powerplant, Robins AFB, GA/Lockheed Corporation, Greenville, SC, 1982 to 1988

- Performed inspection, trouble-shooting, repair, preventative maintenance and flight line engine run and test.
- Used manufacturer's maintenance planning documents, maintenance manuals, overhaul manuals, structural repair manuals, manufacturer's service bulletins, NDT manuals and Airworthiness Directives issued by the FAA as required to maintain and/or return an aircraft to serviceable condition.
- Worked non-routine maintenance tasks generated by the inspection and scheduled maintenance elements of the work package and pilot reports noted in the aircraft logbook.
- Performed flight-line maintenance, engine run-up, and taxi to troubleshoot pilot reported discrepancies.
- Removed and replaced major components including engines, propellers, landing gear, flight control surfaces (ailerons, flaps, rudder, etc.), and airframe components.

Instructor, Bibb County Board of Education, Macon, GA, 1981 to 1984

- Provided occupational instruction in technical drawing and architectural drafting and design.
- Provided occupational instruction in basic electronics including Ohm's law, DC circuits, AC circuits, semiconductors and electronic circuits.
- Identified and prepared instructional objectives.
- Prepared instructional modules consisting of instructional objectives, performance measurement tests and exams, and learning resources (i.e., tools, test equipment, text books, and shop/laboratory instruments, etc.).
- Developed and implemented the curriculum for the electronics and drafting instructional program under the direction of the Georgia State Board of Vocational Education and the Office of Trade and Industrial Education (Workforce Education) at the University of Georgia.

MAJOR GRANT ACTIVITIES

Develop and write grant proposals to assist manufacturing organizations in the state of Alabama with evaluating program effectiveness and assisting with the design, development, and implementation of performance improvement interventions. Grants awarded as of 2022:

CLM Enterprise, LLC

Incumbent Worker Training Program – Workforce Innovation and Opportunity Act (WIOA)

- 2021 Schmidt Automotive USA, Opelika, Alabama. \$27, 200.00
- 2020 Bluegrass Concrete Cutters, Inc., Greenville, Alabama. \$27, 200.00
- 2018 nou Systems, Inc. Huntsville, Alabama. \$27, 200.00

In collaboration with Henry B. Burdger of the Auburn University Technical Assistance Center:

National Institute of Standards and Technology-Manufacturing Extension Partnership via the Alabama Technology Network

- 2010 Dependable Machining Services, Mobile, Alabama. \$10,300.00
- 2009 Mobile Aeroteam, Mobile, Alabama. \$18,600.00
- 2008 Seoil America, Tallahassee, Alabama. \$1500.00
- 2004 Helispec, L.L.C., Brantley, Alabama. \$6,000.00
- 2002 CRC Manufacturing, Inc., Robertsdale, Alabama. \$35,500.00
- 2002 Kardoes Rubber Company, Inc., Lafayette, Alabama. \$46,000.00
- 2001 American Firewear, Inc., Anniston, Alabama. \$10,800.00

Boeing Supplier Training Program – State of Alabama, Alabama Department of Labor, Workforce Development, Incumbent Worker Training Program. These grants provided funding for training and implementation of AS9100 as mandated by Boeing Supplier Notification D6-82479.

- 2007 Kelly Aerospace, Inc., Montgomery, Alabama. \$50,000.00
- 2007 Muskogee Metalworks, Inc., Atmore, Alabama \$50,000.00
- 2006 Patterson Machine, Inc., Arab, Alabama. \$30, 517.00

Incumbent Worker Training Program – Workforce Innovation and Opportunity Act (WIOA)

- 2017 CRC Distribution, Inc., Robertsdale, Alabama. \$29, 600.00
- 2015 Archarithms, Inc., Huntsville, Alabama. \$26, 748.00
- 2013 Engineering & Industry, Inc., Tallahassee, Alabama. \$26, 400.00
- 2012 KD Bearings, Inc., Auburn, Alabama. \$26, 400.00

Continuous Improvement Grant, Alabama Technology Network, Governor’s Office of Workforce Development.

- 2010 US Aero Services, Inc., Enterprise, Alabama. \$12,128.00

E3 Energy Metrics Grant, Investing in Manufacturing Communities Partnership, U.S. Commerce Department, Economic Development Administration.

- 2013 Engineering & Industry, Inc., Tallahassee, Alabama. \$5000.00

TECHNICAL WRITING

- Develop and write business, quality assurance, and technical manuals and publish within organizations to articulate and legitimate methods prescribed by top management for quality assurance planning and achievement of customer requirements. Examples of manuals written for organizations include following:

- *Quality Management System Manual for the Design, Development, and Production of Computer Hardware and Software Products*, Archarithms, Huntsville, Alabama.
- *Business and Quality Management Processes for the Provision of Customs Brokerage and Business Logistics Services*, JF Moran Company, Jacksonville, Florida.
- *Engineering and Industry ISO/TS 16949 Business and Quality Assurance Manual for the Design and Manufacture of Automotive Sealants, Adhesives, Anti-Dent and Anti-Noise Pads*. Engineering and Industry, Tallassee, Alabama.
- *KD Bearings Quality Assurance Management for the Design, Machining, Metal Fabrication, and Assembly of Bearings*, KD Bearings, Auburn, Alabama.
- *Business Quality Assurance Manual for the Design, Manufacture, Repair, and Overhaul of Electro-Mechanical Devices*, Electro National Corporation, Canton, Mississippi.
- *Quality Assurance and Control Manual for Maintenance, Preventive Maintenance, and Alteration of Aviation Articles*, US Aero Services, Enterprise, Alabama.
- *Bluegrass Management and Quality System Manual for Provision of Industrial Concrete and Metal Cutting, Controlled Demolition Services, and Decommissioning of Offshore Structures*. Bluegrass Concrete Cutters, Greenville, Alabama.
- *AS9100 Management System for the Design, Manufacture, Repair, and Overall of Aircraft Alternators, Starters, Combustion Heaters, Fuel Systems, and Associated Components*. Kelly Aerospace, Montgomery, Alabama.
- *Curtis Management System: Business and Quality Processes for the Distribution of Audio-Visual Equipment and Component Parts*. Curtis Company, Montgomery, Alabama.
- *Repair Station Management and Quality Control for Maintenance, Preventive Maintenance, and Alterations for Limited Airframe and Powerplant*. Helispec, Brantley, Alabama.
- *Quality Assurance Manual for Custom Mixing of Rubber Compounds*, Kardoes Rubber Company, Lafayette, Alabama.
- *Business and Quality Assurance Management Manual for the Design and Manufacture of Protective Clothing and Accessories for Firefighting.*, American Firewear, Ohatchee, Alabama.
- Develop and write operational procedures and process specifications and publish within organizations to provide guidance and communicate requirements at the functional level for service processes, manufacturing processes, material requirements, measurement and tests requirements, data collection and analysis, and records requirements for evidentiatioin.
- Develop and write training documents, work instructions, and scripts to support development and use of multimedia computer-based and web-based instruction and performance support applications. Examples include the following (a comprehensive list is available):
 - Web-based, Multimedia Instruction
 - Quality Management System Components and Application
 - How to use the Online ISO 9001 Quality Management System
 - How to Audit and Evaluate the Quality Management System
 - Developing a Management Strategy for Quality Assurance
 - TS-16949 Automotive Auditable Clause Overview (blended instruction)

- Print-based Training Materials for Instructor-led and/or Distance Learning
 - Purposes of a Management System and the Role of Top Management
 - Examining the History of Aerospace Quality Systems
 - AS9100 Aerospace Management System Overview and Implementation Planning
 - Writing Quality System Procedures
 - Writing Work Instructions
 - The Background and History of the ISO 9001 Management System Standard
 - Auditing and Evaluation of Program Effectiveness
 - Customers and Satisfaction Measurement
 - Customer Service Principles
 - The Five-Whys Method of Root Cause Analysis
 - Corrective and Preventive Action Overview - Certified Quality Technician Exam

RESEARCH INTERESTS

- Research interests are primarily focused on the internal processes that govern evaluative behavior and the contextual conditions that mediate those internal processes. This research is spread across the following interrelated areas:
 - Program evaluation theory and use of evaluation theories in practice
 - Schema theory
 - Implicit cognition
 - Procedural knowledge
 - Problem solving
 - Social cognition
 - Cognitive load theory and multimedia design
 - Memory and information processing
 - Mixed methods research and evaluation methods
 - Human factors in aviation maintenance and inspection

SOFTWARE APPLICATIONS

Software applications used for product realization, but not limited to the following:

- Electronic Performance Support System Design, Development, and Implementation
 - Microsoft Expression Web
 - Articulate Storyline (IDD)
 - Vegas Pro (video editing)
 - FL Studio (sound design and editing)
 - Xara Web Designer
 - Microsoft Visio
 - Techsmith Camtasia 2022 (video-IDD)
 - FileZilla (FTP)
 - Sound Forge (audio mastering)
 - Adobe Photoshop
 - Microsoft Office Suite

- Process Design, Concept Mapping, Project Management
 - Microsoft Project Professional
 - Adobe Live Cycle Designer
 - FileMaker Professional Developer
 - Microsoft Visio
 - Adobe Acrobat Professional
 - Microsoft Excel

- Design of Experiments, Experimental Research, Statistical Process Control, Data Analysis
 - Filemaker Professional Developer
 - SPSS
 - Microsoft Excel
 - Statistical Applications, TI-84, TI-89

- Qualitative Research
 - HyperResearch
 - HyperTranscribe

PROFESSIONAL AFFILIATIONS

- American Evaluation Association
- Mixed Methods International Research Association – Founding Member
- American Educational Research Association
- Kappa Delta Pi, International Honor Society in Education
- International Society for Performance Improvement
- Experimental Aircraft Association

PROFESSIONAL DEVELOPMENT

- Airframe and Powerplant Refresher Course, Feb. 9, 1985
- Aircraft Electronics, May 5, 1985
- Lockheed P-3 Orion Engine Run and Test, Aug. 4, 1986
- Allison D-501-13 Engine Run and Test, Aug. 20, 1986
- Lockheed L-188 Taxi Certification, Aug. 27, 1986
- DC-8 Systems Familiarization, Dec. 19, 1986
- Hazardous Waste Management, Dec. 30, 1986
- L-100 Special Fuel Systems Dec. 1986
- Project Management, Symantec Corp, Aug. 26, 1988
- Project Management, Boeing Feb. 10, 1989
- Quality System Management, Boeing Commercial Airplane Group Jul. 1997
- Quality System ISO 9002 Implementation, Jul. 1997
- Internal Quality Auditor Training Oct. 1997
- Commercial Aviation Quality Systems Mar. 1998
- FAA Suspected Unapproved Parts Seminar, Nov. 1998
- Interpretive Guidelines to ISO 9001:2000, Oct. 2002
- FAA Civil Aviation Safety Symposium, Sep. 2004
- Bandura's Social Learning Theory: Applications for Training and Instructional Design. Feb. 2006

- AS9100B-Requirements for Aviation, Space, and Defense Organizations: Interpretive Guidance, March 2006
- Understanding Control of Digital Product Definition, D6-51991, Boeing, Rev. I, Nov. 2006
- Computer-Based Training Design Using Authorware, Aug. 2007
- Supplier Protégé-Mentor Program, Boeing, Sep. 2007
- Developing Web-based Instruction Using Articulate Studio-09. April 2010.
- Theoretical Models Informing Evaluation Practice, Oct. 2016
- Developing Interactive Training in Articulate Storyline, Jan. 2017
- Cyber Security Essentials, CISA, Sep. 2022
- How to Develop a Successful Online Learning Strategy, Dec. 2022

LICENSES

Federal Aviation Administration, Airmen Certification, Airframe and Powerplant Mechanic

ORGANIZATIONS SERVED

Some of the organizations that I have provided services to over the past 27 years:

Aircraft Maintenance & Engineering, Inc.	Helispec, LLC.
Aluminum Tech Schmid North America, Inc.	Hoerbiger Automotive Comfort Systems, LLC
American Firewear, Inc.	Hydrotech Industries, Inc.
Archarithms, Inc.	Jarrell's of Pensacola
Benteler Automotive	JF Moran Company
Bluegrass Concrete Cutters, Inc.	Kardoes Rubber Company, Inc.
Borbet Alabama, Inc.	KD Industries Inc
Centers for Disease Control and Prevention	Kelly Aerospace Power Systems, Inc.
Central Christian School	Kemmerich USA LP
CMC Industries, Inc.	Lear Corporation
Connie Manufacturing Company, Inc.	Long's Electronics
Corelinc, LLC	Mando America Corporation
CRC Distribution, Inc	MDT Armour
Cumberland Plastic Solutions, LLC	Mixed Methods International Research Association
Curtis Company, Inc.	Muskogee Metalwork
Daedong HI-LEX Of America	Muskogee Technology
Daewon America, Inc	nou Systems, Inc.
Dependable Machining Services, Inc.	Patterson Machine, Inc
Electro National Corporation	Rexnord Industries, Inc.
Engineering & Industry, Inc.	Schmidt Automotive USA
Fishers of Men Ministries International	ToolCare US International, LLC
Flexible Metals, Inc.	Tooling Concepts & Industrial Supply
Gambro Renal Products, Inc.	US Aero Services, Inc.