

Scott A. Quatro, PhD, MBA

Office (706) 419-1664, E-Mail quatro@covenant.edu

EDUCATION

Iowa State University

Ames, Iowa

PhD, August 2002

Dissertation Title: "Organizational Spiritual Normativity as an Influence on Organizational Culture and Performance in Fortune 500 Firms."

College of William and Mary

Williamsburg, Virginia

MBA, *Beta Gamma Sigma*, May 1994

Pepperdine University

Malibu, California

BA – English, *Cum Laude*, April 1990

CONSULTING

Active consultant to industry. Current and past clients include Chattem/Sanofi, Southern Champion Tray, Card-Monroe Corporation, Kemper, BJB, Signal Energy, Johnson & Johnson, and M&M Industries.

Industry Expertise

- Manufacturing and Commodities Processing
- Consumer Packaged Goods
- Construction
- Retail
- Financial Services

Functional Expertise

- Strategic Planning
- HR Strategy and HR Planning
- Change Management and Organizational Transformation
- Organizational Culture
- Organizational Structure/Design
- Job Design
- Succession Planning
- Employee Selection
- Performance Management
- Leadership/Executive Development
- M&A Due Diligence and Post-Merger/Acquisition Integration

ACADEMIC EXPERIENCE

Covenant College (8/06 to present)

Lookout Mountain, Georgia

A top-tier national liberal arts college enrolling 872 students from 43 states and 18 countries.

Professor of Management and Chair of the Business Department

Began tenure-track in Fall 2006, granted term-tenure promotion in Spring 2009, granted full-Professor rank promotion in Spring 2012.

Teaching Responsibilities

- Teach undergraduate courses in Management Theory, Organizational Behavior, Strategic Management, Human Resource Management, and Business Ethics.

Grand Canyon University (8/02 to 7/06)

Phoenix, Arizona

A comprehensive university enrolling 9,000 students from 30 states and 15 countries.

Associate Professor of Management, Ken Blanchard College of Business

Began tenure-track in Fall 2002, granted term-tenure and rank promotion in Fall 2005.

Dordt College (8/99 to 7/02)

Sioux Center, Iowa

A selective Christian liberal arts college enrolling 1,300 students from 35 states and 13 countries.

Instructor of Management, Department of Business Administration

Publications

- Quatro, S.A. (2022) The Common Grace Agency of Capitalistic Corporate Strategy in God's World. *Unio Cum Christo: International Journal of Reformed Theology and Life*, 8 (1).
- Sims, R., and Quatro, S.A. (editors) (2016) Executive Ethics II: Ethical Dilemmas and Challenges for the C-Suite, 2nd Edition. Information Age Publishing: Greenwich, CT.
- Quatro, S.A. (2016) *Profit Profits!* in Quatro, S.A., and Sims, R. (editors) Executive Ethics II: Ethical Dilemmas and Challenges for the C-Suite, 2nd Edition. Information Age Publishing: Greenwich, CT.
- Quatro, S.A. (2012) *Millennial-Centric Strategic HR: Key HR Practices for Attracting, Developing, and Retaining Millennials*, in Sauser, W. and Sims, R. (editors) Managing Human Resources for the Millennial Generation. Information Age Publishing: Greenwich, CT.

- Quatro, S.A. (2012) Is Business as Mission (BAM) a Flawed Concept? A Reformed Christian Response to the BAM Movement. *Journal of Biblical Integration in Business*, 14 (1).
- Gilley, J.W., Gilley, A., Quatro, S.A. and Dixon, P. (editors) (2009) The Praeger Handbook of Human Resource Management. Praeger Publishers: Westport, CT.
- Quatro, S.A. (2008) *Profit Matters! Christian Religiosity as Support for Milton Friedman's Provocative Claim*, in Quatro, S.A., and Sims, R. (editors) Executive Ethics: Ethical Dilemmas and Challenges for the C-Suite. Information Age Publishing: Greenwich, CT.
- Quatro, S.A., and Sims, R. (editors) (2008) Executive Ethics: Ethical Dilemmas and Challenges for the C-Suite. Information Age Publishing: Greenwich, CT.
- Quatro, S.A., Waldman, D.A., and Galvin, B. M. (2007) Developing Holistic Leaders: Four Domains for Leadership Practice and Development. *Human Resource Management Review*, 17 (4).
- Quatro, S.A., Waldman, D.A., and Galvin, B. M. (2006) *Leadership Development and Strategic HR at a Crossroads*, in Sims, R. (editor) Human Resource Management: Contemporary Issues, Challenges, and Opportunities. Information Age Publishing: Greenwich, CT.
- Quatro, S.A. (2005) *HR-Minded Leadership: Five Critical Areas of Focus for Contemporary Organizational Leaders*, in Sims, R. and Quatro, S.A. (editors) Leadership: Succeeding in the Private, Public, and Not-for-Profit Sectors. M.E. Sharpe: Armonk, NY.
- Sims, R. and Quatro, S.A. (editors) (2005) Leadership: Succeeding in the Private, Public, and Not-for-Profit Sectors. M.E. Sharpe: Armonk, NY.
- Quatro, S.A. (2004) New Age or Age Old: Classical Management Theory and Traditional Organized Religion as Underpinnings of the Contemporary Organizational Spirituality Movement. *Human Resource Development Review*, 3 (3).
- Gilley J.W., Quatro, S.A., and Wykes, M. (2003) *Strategic HRD and Its Transformation*, in Maycunich, A. et al. (editors) Critical Issues in Human Resource Development: A New Agenda for the 21st Century. Perseus Books: Cambridge, MA.
- Gilley, J.W., Maycunich, A., and Quatro, S.A. (2002) Comparing the Roles, Responsibilities, and Activities of Transactional and Transformational Human Resource Development Professionals. *Performance Improvement Quarterly*, 15 (4).
- Quatro, S.A., Hoekstra, E., and Gilley J.W. (2002) *A Holistic Model for Change Agent Excellence: Core Roles and Competencies for Successful Change Agency*, in Sims, R. (editor) Changing the Way We Manage Change. Quorum Books: Westport, CT.
- Gilley, J.W., Quatro, S.A., et al. (2001) The Manager as Change Agent. Perseus: Cambridge, MA.

Refereed Conference Papers/Proceedings/Posters

- Quatro, S.A. (2014, invited Kuyper Scholar) Business and Profit-Making as Common Grace: The Dangers of the "Business as Mission" Concept. *Calvin College Symposium on Common Grace in Business*: Grand Rapids, Michigan, October 2014.
- Cafferky, M., Quatro, S.A. (2013) Covenantal Management: Promise Making, Promise Keeping, and Business Prosperity. *Christian Business Faculty Association Research Conference*: Bourbonnais, Illinois, October 2013.
- Quatro, S.A. (2011) Is Business as Mission (BAM) a Flawed Concept? A Reformed Christian Response to the BAM Movement. *Christian Business Faculty Association Research Conference*: Mount Vernon, Ohio, June 2011.
- Quatro, S.A. (2006) Business Practice and Human Resource Management as God's Creation. *Delta Mu Delta Honor's Symposium*. Phoenix, AZ, March 2006.
- Viehland, D., Quatro, S.A. (2006) An Entrepreneurial Approach to the Development, Delivery, and Accreditation of Business Education. *USASBE/SBI Joint Conference*: Tucson, Arizona, January 2006.
- Quatro, S.A., Proffitt, D. (2004) Ethical Mandates: A Proposal for a Universally Embraceable, Religion-Based Model for Ensuring Just Business. *Christian Business Faculty Association Research Conference*: San Antonio, Texas, October 2004.
- Quatro, S.A. (2003) Organizational Spiritual Normativity as an Influence on Organizational Culture and Performance in Fortune 500 Firms. *Academy of Human Resource Development International Research Conference*: Minneapolis, Minnesota, February 2003.

Consulting Activities

- Card-Monroe Corporation, Hixon, TN. *HR Planning/Strategy, Employee Selection, Performance Management, Organizational Culture and Development*, May 2014 to present.
- M&M Industries, Chattanooga, TN. *HR Planning/Strategy, Employee Selection, Performance Management, Organizational Culture and Development*, May 2014 to present.
- Southern Champion Tray, Inc. Chattanooga, TN. *Strategic Planning, Employee Selection, Succession Planning, Performance Management, and Change Management*, September 2008 to present.
- BJB Electric, Ringgold, GA. *HR Planning/Strategy, Employee Selection, Performance Management, Organizational Culture and Development*, June 2012 to 2022.
- Signal Energy, Chattanooga, TN. *HR Planning/Strategy, Employee Selection, Performance Management, Organizational Culture and Development*, November 2014 to 2021.

- Kemper, Chicago, IL. *HR Planning/Strategy, Organizational Culture and Development, Change Management*, May 2015 to November 2015.
- Chattem/Sanofi, Chattanooga, TN. *HR Planning/Strategy, Employee Selection, Post-Acquisition Integration, Succession Planning*, July 2007 to June 2015.
- Johnson & Johnson, New Brunswick, NJ. *HR Planning/Strategy, Organizational Culture and Development, Change Management*, July 2014 to February 2015.
- Kenco/Cummins/Honeywell, Memphis, TN. *Employee Selection and Performance Management*. March 2012 to June 2014.
- FSG Bank, Chattanooga, TN. *HR Planning/Strategy, Employee Selection, Performance Management, Organizational Culture and Development*, April 2012 to December 2013.
- Providence Christian College. Pasadena, CA. *Institutional Strategy and Performance Management*, May 2011 to October 2011.
- zumfoot, Inc. Chattanooga, TN. *Strategic Planning and Strategic HR Practices*, March 2007 to June 2007.
- Southern Home Appraisal Services, Inc. Prattville, AL. *Strategic Planning and Strategic HR Practices*, November 2006 to September 2007.
- Environmental Software Solutions, Inc., Tempe, AZ. *Leadership/Executive Development*, August 2006 to November 2006.
- Maintenance Made Simple, Scottsdale, AZ. *Strategic Planning*, January 2006 to March 2006.
- Scottsdale Christian Academy, Phoenix, AZ. *Strategic Compensation Study*, October 2004 to May 2005.
- Scottsdale Christian Academy, Phoenix, AZ. *Human Resource Management Practices Audit*, March 2004 to May 2004.
- The Harbor Group Companies, Sioux Center, IA. *Change Management*, August 2001 to May 2002.
- Payless ShoeSource Inc., Topeka, KS. *Job Analysis and Job Design*, July 1999 to January 2000.

Professional Service (Advisory)

- Chair. Christian Business Faculty Association, October 2017 to October 2018.
- *HRCI Preparation Program*, Society for Human Resource Management (SHRM) Chattanooga Chapter: Chattanooga, Tennessee, January 2007 to May 2007.
- *HR-Minded Leadership*, Society for Human Resource Management (SHRM) Arizona State Leadership Council: Phoenix, Arizona, December 2004.
- *Facilitating Change and Building Change Capacity*, The Harbor Group/Interstates Companies: Sioux Center, Iowa, October 2001.
- *Strategic Job Analysis and Design*, Link Manufacturing: Sioux Center, Iowa, July 2001.
- *Meeting Today's Employee Staffing Challenges*, Sioux Center Community Education: Sioux Center, Iowa, November 2000.
- *From Manager to Change Agent: Core Roles for Success*, Maintainer Corporation: Sheldon, Iowa, June 2000.
- *Job Analysis and Design as a Key Component of the Activity Value Analysis Methodology*, Payless ShoeSource Inc.: Topeka, KS, July 1999.

Leadership, Editorial, Referee, and Discussant Responsibilities

- Member, Peer Review Board. *Journal of Biblical Integration in Business*. Christian Business Faculty Association: Cedarville, Ohio, May 2009 to present.
- Member, Peer Review Board. *Journal of Business Ethics*. Kluwer Academic Publishers: Dordrecht, The Netherlands, January 2004 to present.
- Member, Academic Advisory Board. *Taking Sides: Clashing Views in Human Resource Management*. McGraw-Hill: Dubuque, Iowa, June 2009 to 2020.
- Member, Peer Review Board. *Human Resource Development Review*. Sage Publications: Thousand Oaks, CA, January 2005 to 2020.
- Member, Peer Review Board. *Academy of Management 2010 Conference Proceedings*. Academy of Management Human Resources, Business Policy and Strategy, and Management, Spirituality, and Religion Divisions: Montreal, Canada, August 2010.
- Member, Peer Review Board. *Christian Business Faculty Association 2022 Conference Proceedings*. Christian Business Faculty Association: Shawnee, Oklahoma, October 2022.
- Member, Peer Review Board. *Christian Business Faculty Association 2021 Conference Proceedings*. Christian Business Faculty Association: Nashville, Tennessee, September 2021.
- Member, Peer Review Board. *Christian Business Faculty Association 2019 Conference Proceedings*. Christian Business Faculty Association: Siloam Springs, Arkansas, October 2019.
- Member, Peer Review Board. *Christian Business Faculty Association 2018 Conference Proceedings*. Christian Business Faculty Association: Chattanooga, Tennessee, October 2018.
- Member, Peer Review Board. *Christian Business Faculty Association 2017 Conference Proceedings*. Christian Business Faculty Association: San Diego, California, October 2017.

- Member, Peer Review Board. *Christian Business Faculty Association 2016 Conference Proceedings*. Christian Business Faculty Association: Charleston, South Carolina, October 2016.
- Member, Peer Review Board. *Christian Business Faculty Association 2015 Conference Proceedings*. Christian Business Faculty Association: Virginia Beach, Virginia, October 2015.
- Member, Peer Review Board. *Christian Business Faculty Association 2014 Conference Proceedings*. Christian Business Faculty Association: Nashville, Tennessee, October 2014.
- Member, Peer Review Board. *Christian Business Faculty Association 2013 Conference Proceedings*. Christian Business Faculty Association: Bourbonnais, Illinois, October 2013.
- Member, Peer Review Board. *Christian Business Faculty Association 2012 Conference Proceedings*. Christian Business Faculty Association: Vancouver, Canada, June 2012.
- Member, Peer Review Board. *Christian Business Faculty Association 2011 Conference Proceedings*. Christian Business Faculty Association: Mount Vernon, Ohio, June 2011.
- Member, Peer Review Board. *Christian Business Faculty Association 2010 Conference Proceedings*. Christian Business Faculty Association: Lakeland, Florida, October 2010.
- Member, Peer Review Board. *Christian Business Faculty Association 2009 Conference Proceedings*. Christian Business Faculty Association: Rodgers, Arkansas, October 2009.
- Member, Peer Review Board. *Christian Business Faculty Association 2008 Conference Proceedings*. Christian Business Faculty Association: Indianapolis, Indiana, November 2008.
- Member, Peer Review Board. *Christian Business Faculty Association 2007 Conference Proceedings*. Christian Business Faculty Association: Seattle, Washington, October 2007.
- Chair/Discussant – Concurrent Session on Corporate Strategy. *Christian Business Faculty Association 2021 Research Conference*: Nashville, Tennessee, September 2021.
- Chair/Discussant – Concurrent Session on Faith Integration. *Christian Business Faculty Association 2019 Research Conference*: Siloam Springs, Arkansas, October 2019.
- Chair/Discussant – Concurrent Session on Entrepreneurship. *Christian Business Faculty Association 2018 Research Conference*: Chattanooga, Tennessee, October 2018.
- Chair/Discussant – Concurrent Session on Strategic HR. *Christian Business Faculty Association Research Conference*: Virginia Beach, Virginia, October 2015.
- Chair/Discussant – Concurrent Session on Spirituality at Work. *Christian Business Faculty Association Research Conference*: Mount Vernon, Ohio, June 2011.
- Chair/Discussant – Concurrent Session on Servant Leadership. *Christian Business Faculty Association Research Conference*: Lakeland, Florida, October 2010.
- Co-Chair/Discussant – Concurrent Session on Integral Management/Organizational Behavior Practice and Education. *Christian Business Faculty Association Research Conference*: Seattle, Washington, October 2007.
- Co-Chair/Discussant – Concurrent Session on Ethics and Pedagogy and Faculty Staffing Challenges. *Christian Business Faculty Association Research Conference*: San Diego, California, October 2007.
- Co-Chair/Discussant – Concurrent Session on Strategy and Leadership in Religious Nonprofits: The Normative Application of Secular Theory. *Christian Business Faculty Association Research Conference*: San Diego, California, October 2005.
- Co-Chair/Discussant – Concurrent Session on HR Practices Relative to Dispute Resolution and Workplace Diversity. *Christian Business Faculty Association Research Conference*: San Diego, California, October 2005.
- Chair/Discussant – Concurrent Session on Evaluation, Business Impact, and Firm Performance: e-Learning, HRD, and Formal Mentoring Programs in Organizations. *Academy of Human Resource Development International Research Conference*: Minneapolis, Minnesota, February 2003.
- Member, Editorial Board. *Organizational Learning, Performance, and Change Book Series*. Perseus Books: Cambridge, MA, August 2001 to June 2006.

Institutional Service

- *Board of Trustees Advancement Committee*, Covenant College, August 2016 to present.
- *Athletics Committee*, Covenant College, August 2020 to present.
- *Academic Standards Committee*, Covenant College, August 2014 to 2020.
- *Strategic Plan Oversight Committee*, Covenant College, April 2009 to 2014.
- *Business Services and Facilities Planning Committee*, Covenant College, September 2008 to 2014.
- *Admission Committee*, Covenant College, September 2007 to 2014.
- *Personality and Individual Differences Training* (developed and delivered for all College employees), Covenant College, April 2016.
- *Diversity Appreciation and Intercultural Competency Training* (developed and delivered for all College employees), Covenant College, October 2010.
- *Management Fundamentals Training* (developed and delivered for all College supervisors, managers, and executives), Covenant College, October 2009.
- *Strategic Planning Working Committee (Chair)*, Covenant College, May 2008 to March 2009.

- *ACBSP Accreditation Self-Study Committee (Chair)*, Business Department – Covenant College, August 2006 to May 2007.
- *ACBSP Accreditation Self-Study Committee (Chair)*, Ken Blanchard College of Business – Grand Canyon University, May 2005 to July 2006.
- *HLC/NCA Accreditation Self-Study – Mission and Integrity Sub-Committee*, Grand Canyon University, May 2005 to July 2006.
- *Academic Affairs Committee*, Grand Canyon University, November 2004 to July 2006.
- *College of Business Faculty Search Committee*, Grand Canyon University, August 2004 to July 2006.
- *Applied Management Board of Advisors*, Grand Canyon University, February 2003 to July 2006.
- *Master of Science in Leadership Program Board of Advisors*, Grand Canyon University, October 2002 to July 2006.
- *Spiritual/Professional Development Committee*, Grand Canyon University, August 2002 to May 2004.
- *Employee Compensation and Benefits Study Committee*, Dordt College, March 2001 to July 2002.
- *Lilly Endowment Grant Proposal Development Task Force*, Dordt College, September 2001 to July 2002 (\$1.5 MM awarded).
- *Business Administration Department Office and Classroom Complex Design Committee (Co-Chair)*, Dordt College, July 2000 to July 2002.
- *Herman Miller Grant Proposal Development Task Force (Chair)*, Dordt College, July 2000 to December 2000 (\$62,106.00 awarded).

PRACTITIONER EXPERIENCE

Payless ShoeSource, Inc. (3/98 to 7/99) Topeka, Kansas
A \$2.8 BB retail company with 4,600 stores and 26,000 employees worldwide.
Manager, Corporate Human Resources (managed teams as large as 7 FTEs)

Staffing and Recruitment

- Managed the exempt-level staffing/recruitment process for a 700 employee client group at the World Headquarters location. Sourced, screened, and interviewed candidates and made hiring decisions.
- Negotiated contracts and managed day-to-day business relationships with contingency and retained executive search firms. Managed a \$500,000 recruitment budget.
- Developed the Payless ShoeSource Interview Guide; incorporated targeted interview questions and feedback mechanisms for critical work-skills and behavioral competencies.

Organizational Development

- Managed the Activity Value Analysis (AVA) project for the 125 employee Payless Finance organization. Developed the methodology employed in conjunction with the project. Reported directly to the CFO.
- Project deliverables included redesigned business processes/organizational structures and information system requirements for newly acquired PeopleSoft financial administration software package.

American Management Systems, Inc. (1994 to 1998) Fairfax, Virginia
A \$1.6 BB management consulting firm with 55 offices and 7,400 employees worldwide.
Senior Human Resources/Organizational Development Consultant (managed teams as large as 10 FTEs)

Change Management

Served as Change Management Lead on several client projects. Analyses completed and/or deliverable components included:

- Stakeholder analysis.
- Change Management strategy and plan.
- Developed the Critical Success Factors of Change Management employed on AMS' largest reengineering project (4 years, \$150 MM). The project involved transitioning the organization from 15 functional units to 4 core business processes. The client realized over \$35 MM in cost savings/increased revenues within 2 years of project inception.

Organizational Design

Served as Organizational Design Lead on several client projects. Analyses completed and/or deliverable components included:

- Current state business processes and organizational structures.
- Redesigned business processes and organizational structures.
- Detailed process models; employed IDEF process modeling methodology.
- Full-time equivalent (FTE) requirements and staffing patterns.
- Job descriptions; including work-skills and behavioral competencies requirements.
- Authored and employed AMS' proprietary Job Design methodology in conjunction with AMS' largest reengineering project (4 years, \$150 MM). The client achieved record turnaround on Account Payables and greatly increased customer satisfaction ratings following implementation of re-designed jobs.

Organizational Development

Served as Organizational Development Lead on several client projects. Analyses completed and/or deliverable components included:

- Comprehensive training and employee development plan.
- 250+ hours of training delivery and workshop facilitation.

Compensation and Benefits

- Developed the business case and project plan for a client/server employee benefits system development project. The system was proposed to support the administration of employee benefits for 15,000 employees worldwide.
- Working knowledge of Hay Job Evaluation methodology.

Employee Relations

- Established a successful Grievance Resolution Process to improve employee relations on a failing systems development and reengineering project.
- Developed/managed the Professional Mentor Program for a 125 member AMS/client project team.

AMS Corporate Recruitment and Marketing Activities

- Managed AMS recruitment efforts at the College of William and Mary (W&M) Graduate School of Business and Kansas State University. Efforts in 1995 resulted in the hiring of 5 W&M MBAs.
- Developed marketing proposals and gave presentations to Senior Management in various client organizations. Personally responsible for selling over \$1.25 MM in AMS services.

College of William and Mary (1992 to 1994)

Williamsburg, Virginia

Graduate Assistant to the Associate Vice President for Student Affairs

- Advised student organizations on College policies, budgeting, activities planning, leadership development, and disciplinary issues.
- Managed the national recruitment/selection effort for the Director of Public and Community Service.
- Assisted with the planning and administration of various College events, including Student Activities Day and New Student Orientation.
- Represented the College at various state meetings and professional conferences.

Pepperdine University (1990 to 1992)

Malibu, California

Admission Counselor

- Managed the recruitment and evaluation of undergraduate applicants; responsible for a \$225,000 recruitment and scholarship budget.
- Conducted over 200 interviews and made over 600 admissions decisions.
- Founded, planned, and managed an annual Student Leadership Conference.
- Counseled students on college choice and application process.
- Recruitment efforts in the Midwest resulted in a 35% increase in applicants and a 50% increase in enrollment from that region.

PERSONAL

Avid hockey player (ice and inline).

Avid golfer and fisherman (freshwater).