

## **Dr. Thomas K. Herskowitz**

**July 2012 – Current**

**Retired**

**Professor**

I retired from Southern Nazarene University (SNU) in the summer of 2012 and moved to Belize, Central America. I returned full-time to the US in June 2017. I remain the Director of Morningstar Institute. I also continue to teach as an adjunct professor at SNU, teaching the MBA business law class. In August 2014, I started teaching the Nonprofit Management online course (LSAL 4163) for the University of Oklahoma as an adjunct professor. In 2016, at the request of OU, I completed a major revision of that course. In early 2017 I started teaching the Legal Environment MBA Online course as an adjunct professor for Point Loma Nazarene University. SNU uses Moodle as its Online platform while OU and PLNU use Canvas as their Online platforms. In August 2017 I started work as a volunteer docent at the USS Midway Museum in San Diego.

**July 2005 – July 2012**

**Southern Nazarene University  
Bethany, OK 73008**

**Professor & Chair, School of Business  
Director, Morningstar Institute**

As Chair of the School of Business I ran one of the largest departments at SNU. My responsibilities included managing six undergraduate majors, a BSBA degree completion course as well as MBA, MBA Health Care and MSM programs in the graduate school. The School of Business was the first department at SNU to offer a fully online program with both the MBA and MBA Health Care courses using a Moodle-based platform. As Chair of the department, I initiated and lead the 2-year process for accreditation that resulted in the School of Business receiving its ACBSP accreditation in the fall of 2009. As Chair, my responsibilities included teaching at the undergraduate and graduate levels as well as leadership and administrative responsibilities for the School of Business. Teaching included business law, real estate, investments, sales, small business management and several international courses at the undergraduate level and the Legal Environment and Business Ethics classes at the graduate level. Graduate courses included both face-to-face classes as well as online classes. I developed the online courses for the Legal Environment, Legal Environment for Health Care, Ethics and Ethics for Health Care classes. I was instrumental in starting and I am currently the Director of the Morningstar Institute at SNU, a study center dealing with world poverty and microfinance. In 2010 I received the Charles K. Morrow Award from the Nazarene Student Leadership Association for my work with the Morningstar Institute and its impact on SNU students. This award is given annually to one professor in the Nazarene university system. I was the leader in redesigning the International Studies Program (ISP), a tri-department major that allows students to select a language, political science or business track as part of their international program. I served on the Provost Search Committee, Faculty Senate, ISP Steering Committee, Morningstar Institute Advisory Council, Graduate Council, Department Chairs Committee, faculty representative to the Board of Trustees for 2008/2009 as well as on the Higher Learning Counsel Assessment Committee. I retired July 2012.

**2003 – 2005**

**New Hope Uganda  
Luweero District, Uganda**

**Missionary/Manager**

I was a volunteer with New Hope Uganda (NHU). NHU is a non-denominational, evangelical Christian orphan center that cares for 450 children located in the Luweero District of Uganda, 60 miles north of Kampala, the capital of Uganda, in “the bush.” The NHU ministry is located on 300 acres of land and includes on-site family homes for the children, a clinic, a primary school, a secondary school and a vocational institute. My responsibilities included all administration, accounting and site construction management. In the two years that I was at NHU, we constructed over a dozen buildings and started development of a for-profit enterprise farm on 150 acres of the property. I was also involved in a relief effort caring for 100,000+ internally displaced persons (“IDP’s”) that resulted from attacks by Joseph Kony and the LRA in northern Uganda. I was responsible for purchasing land and planning a new children’s center in the northeast of Uganda in the Soroti District. This has been a “hands on” experience in developing business practices in a 3<sup>rd</sup> world country where the average annual income is below \$2,000.

**1997 – 2002**

**Mail Boxes Etc. /UPS  
San Diego, CA 92121**

**Chief Strategy Officer**

MBE had over 4,500 locations in 26 countries with system sales in excess of \$1.4 billion. I reported directly to the CEO as the number two executive at MBE. I was responsible for the evaluation of potential strategic risks and opportunities for MBE including numerous acquisitions by MBE. I worked on several divestment strategies for MBE from its then parent, US Office Products. I supervised the MBE side of the acquisition of MBE by UPS. I was then assigned as the senior MBE team member for the analysis and development of UPS' overall retail marketing strategy for the MBE system. I designed, analyzed, and structured the strategy for a major franchise reorganization of the MBE system with an approved budget in excess of \$100 million.

**1997 – 2000**

**Mail Boxes Etc.**

**Executive Vice President**

I was primarily responsible for development with direct reports of MIS, New Business Development, Profit Center Development, National Accounts, and Data Warehousing. These departments constituted approximately 40% of the company's personnel. I developed and implemented the strategy of linking all MBE centers and the home office together using a high-speed broadband digital system to create a one-to-one personalization at the retail transaction level in each MBE center. Along with this, I developed and implemented an internet strategy for the MBE system, including several key investments and alliances.

**1993 – 1996**

**The Brice Group  
Dallas, TX**

**Executive Vice President & CFO**

I directed all financial and sales activities for Brice Foods, Inc., the general partner of I Can't Believe It's Yogurt, Ltd. The company had over 1,300 franchised and licensed locations, including international operations in over 20 countries.

- Rewrote the franchise agreement to create a new, major economic benefit to the franchisees while at the same time consolidating over 10 years of changes and modifications into a single uniform document for the company. Achieved over 90% conversion rate to the new agreement,
- Directed all sales departments for both franchise and non-traditional sales,
- Created an international business development system (IBDS) to track the entire sales and store opening process for new franchisees, area developers, and international master franchisees,
- Negotiated and documented alliance agreements with such companies as Blimpies, T.J. Cinnamon's, and Texaco.

**1990 – 1994**

**H & H Operations L.P.  
Mexico City, Mexico**

**President/Owner**

I was the founder, president and owner of H & H Operations, the master franchisee for I Can't Believe It's Yogurt (ICBIY) and Java Coast gourmet coffees for the country of Mexico. My family and I lived in Mexico City and I traveled throughout Mexico opening new franchise locations. Accomplishments included:

- Pioneered the creation of one of the first franchise systems in Mexico as NAFTA became effective,
- Researched the international tax consequences of cross-border businesses and then formed corporations in Mexico and the US to own, operate and franchise stores in Mexico,
- Negotiated the master franchise agreement with ICBIY for the country of Mexico,
- Created a standard franchise agreement in Spanish for the country of Mexico,
- Created all documents and obtained all permits and approvals to import and distribute frozen yogurt, coffee, food products and equipment into Mexico and established the distribution system for Mexico in conjunction with Pepsi Co.,
- Developed all of the marketing and advertising plans and materials for both franchise sales and retail consumer marketing for the country of Mexico,
- Owned and operated company stores in Mexico City and franchised other stores throughout Mexico,
- Developed the largest international system for I Can't Believe It's Yogurt and Java Coast Gourmet Coffee in the world.

**1983 – 1990**

**Robert E. Woolley, Inc.  
Newport Beach, CA and Dallas, TX**

**Executive Vice President  
President of Woolley De Mexico**

I directed all operations in the US and Mexico for Robert E. Woolley, Inc., a developer, owner and operator of Embassy Suites Hotels. Robert E. Woolley, Inc. was the largest franchisee of Embassy Suites Hotels at the time.

- Handled all in-house legal matters and contracts for the Robert E. Woolley companies,
- Responsible for all operations including legal, marketing, accounting and financial operations. Established budgeting procedures and a new accounting system for 27 operating hotels as well as 5 corporations and 3 regional offices,
- Opened offices in Mexico City and Manzanillo, Mexico. Set up controls for dual-country operations.
- Acquired the property in Mexico and negotiated contracts to design and build a 5-star, Grand Turismo hotel in Manzanillo, Mexico,
- Negotiated and closed a \$68 million debt-equity swap through the Mexican government that netted the company over \$30 million of cash in excess of the purchase price, tax-free in both the U.S. and Mexico and negotiated US financing to construct the hotel.

**1981 – 1983**

**Latham & Watkins Law Firm  
Los Angeles, CA**

**Associate**

- Specialized in real estate lending and acquisitions and creditor's rights,
- Handled all aspects of corporate finance and general business law,
- Worked on several Kohlberg, Kravis & Roberts (KKR) LBO's and the sale of a portion of Century City to Marvin Davis, this included the purchase of Trips as part of the city planning for Century City,
- Did pro bono work for the California Pediatric Association and became their volunteer Chairman.

**1975 – 1981**

**Wells Fargo Bank  
The First National Bank of Chicago  
Los Angeles, CA**

**Loan Officer/AVP  
Vice-President & Manager**

- Started at Wells Fargo Bank as a loan officer responsible for generating and underwriting commercial real estate construction loans,
- Opened and managed a new real estate construction lending office in Los Angeles for The First National Bank of Chicago. The Los Angeles office became the highest volume office in the FNBC regional system,
- Geographic responsibility for Southern California and Arizona,
- Responsible for negotiating and closing over \$1 billion of construction loans for large commercial projects,
- Responsible for mortgage warehouse loans to major mortgage bankers,
- Structured and negotiated the acquisition financing for the LBO sale of Wells Fargo Mortgage Company to Integrated Resources.

(From 1978-1981 attended Loyola Law School at night.)

**1967 – 1973**

**US Navy  
NAS Miramar, San Diego, The Citadel, Charleston, S.C.**

**Lieutenant**

- A Naval Flight Officer (NFO) flying F-4 Phantom jets attached to Fighter Squadron 21 (VF-21) on board the USS Ranger (CVA-61),
- Flew 200 combat missions over Vietnam and made over 300 carrier landings, 100 at night on board the USS Ranger (1969 – 1971),
- Graduated from Navy Fighter Weapons School (Top Gun) at NAS Miramar,
- Taught celestial navigation and naval operations at the Citadel in Charleston, South Carolina (1971 – 1973).

**Education:**

**BA Degree** from Westmont College, Santa Barbara, CA, with a major in Biology.

**MBA Degree** from UCLA in Los Angeles, CA, with an emphasis in finance. Graduated with honors with a 3.8/4.0 GPA.

**JD Degree** from Loyola Law School in Los Angeles with an emphasis in business law. Graduated *Cum Laude*. Member of the Loyola Law Review and member of the St. Thomas Moore Law Honor Society. Recipient of the American Jurisprudence Award for Evidence. Co-authored a law review article on Usury and Proposition 2 and California Law. (Citation available upon request)  
Graduated #10 in a class of 350.  
Inactive member of the California Bar.

**UCLA Mergers and Acquisitions Seminar** A week long intensive course on mergers and acquisition dealing with the analysis and structure of corporate mergers and acquisitions.

**Contact Information:**

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