



Thomas Axel Lifvendahl

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Overview

Ability to work in the following areas: Training and Development; Instruction and Instructional Design; Curriculum and Program Development; Assessment and Evaluation; and Organizational Research. Background encompasses wide ranging professional management and administration responsibilities.

Work History

Lifvendahl & Associates -- Principle Consultant (2003 -- Present)

Facilitate and analyze focus group and other forms of research. Work with clients in the creation and implementation of customized human resource development programs. Support organizations as they seek to:

1. Improve administrative processes.
2. Research and report client needs to leadership.
3. Create and evaluate the effect of specialized instruction to client.
4. Provide focused training that fall outside the existing capabilities of professional staff (specialized curriculum design).
5. Evaluate and assess organization human resource and other development needs.

Design and teach customized educational programming and organizational development processes in varied academic, governmental, and corporate settings. Most recent work includes:

Partner, with the National Institute of Law Enforcement Ethics to field a Criminal Justice Agency Monitoring System. In this relationship I am responsible for:

1. Development of survey instruments and analysis procedures for field work involving the evaluation of ethical compliance of client law enforcement agencies.
2. Administration of surveys and interviews.
3. Collection of data.
4. Co-authoring of data analysis and reportage.

Research Originator (2007 -- Present), Employability of Returning Iraq Veterans. This on-going research project addresses the following questions:

1. How does war/reserve military experience impact the work lives of returning veterans?
2. What are the reactions of returning veterans to civilian authority?
3. How can employers facilitate the transition from military service to work and benefit organizationally from the process?

This enquiry involves three stakeholder groups (veterans, employers, and supporting governmental agencies) in mixed methods qualitative and quantitative research).

On-Going Activity-Adjunct Professor, Mount Mary University (MMU). I am a Board Member of the Justice Department with whom I support undergraduate and graduate educational programming. I also teach JUS 301 01 Comparative Justice Systems and JUS 495 Multi-disciplinary Problem-Solving, both undergraduate courses, (2014 – Present).

Through the Justice Department of MMU, I direct the development of the **Metropolitan Milwaukee Police Leadership Consortium (MMPLC)**. This initiative seeks to develop a network of middle level law enforcement administrators from metropolitan agencies with the mission of “foster[ing] innovative problem solving through inter agency communication”. This activity is in the formative stage.

On-Going Consultation, Racine Police Department. I have worked with the Chief of Police, Arthel Howell on training and leadership development.

Periodic Activity-Facilitator for the Sherman Park Community Association I seek to continuously gather stakeholder perceptions of the current status of Sherman Park. This is done primarily through focus group/interview research.

Conducted Survey Research, Milwaukee Police Association titled "The Residency Requirement: City of Milwaukee". The purpose of this survey was to review national residency requirements for police, determine the views of officers as to the effects residency has on their lives and ascertain what changes might occur to the city if residency for police was dropped. Findings reflect social and psychic uncertainty but personal certainty as to officers' desire to see residency rescinded (February 2012).

Periodic Support

Initial Researcher, Healthy Neighborhood Initiative. This on-going activity is funded by the Greater Milwaukee Foundation. I provided initial coordination of research activities of a consortium of local Milwaukee non-profit associations. As part of this effort I created a comprehensive course of study “Training for Evaluation” designed to support staff development. The outcome of this process confirmed that staffs with limited capabilities have difficulty in formulating and implementing formal research without outside support (November 2007-February 2008)

Facilitated and Edited the creation of a strategic plan for Deputy Inspector Ramon Galaviz in his effort to become the Milwaukee Police Department Chief of Police (October, 2007).

Facilitated and Wrote, a compiled report of focus group findings supporting "Ageing in Community: A Senior Housing Ideas Competition" sponsored by the University of Wisconsin - School of Architecture. This report represented findings generated by four on-sight meetings organized and held over a four week period in January, 2007.

Presented One-Day Seminar, *Understanding Organizational Change*, February 23, 2005, to the combined Command Staffs of the Brookfield and Waukesha Fire Departments. Upon completion of the presentation, facilitated creation of a common Mission and Vision Statements to guide long-term cooperative planning for shared community fire services. This is an on-going relationship with continued involvement in both departments' strategic planning processes.

Presented Five-Day Seminar, *Understanding Organizational Change*, March 8 – 12, 2004, Milwaukee Police Department, for command and level supervisory personnel.

Designed and Wrote “24 Hour Lockup Training”, (2004-5) a comprehensive, 19 module curriculum of instruction for the Milwaukee Police Department (MPD) police officers entrusted with arrestee processing in holding cell facilities. This program was grant supported by the State of Wisconsin, Department of Justice. Included in this program is responsibility for initial MPD Train-the-Trainer and production of supplemental instructional materials. The central focus of this program was suicide prevention and enhancement of arrestee care.

**Cardinal Stritch University/College of Business and Management
Adjunct Assistant Professor (1996 – present)**

- Piloted first distance learning, computer mediated course (Management and Leadership) in the college's Distance Learning Program.
- Facilitate instruction of assigned courses primarily in Business Management (MBA, MSM & BA programs), Social Science and Liberal Arts courses (MBA, MSM, BA & ASB programs).
- Provided evaluation of newly hired instructors as a Peer Teaching Consultant (PTC).

**National-Louis University
Adjunct Faculty (1996 – 1998)**

- Taught Masters level courses in program Planning and Evaluation of Adult Education Programming.
- Co-develop and taught on-line: ACE 511 (Leadership Through Adult Education: Administration) and ACE 520 (Leadership Through Adult Education: Planning).
- Develop and teach in a blended on-line and face-to-face: ACL 535 (Adult Education in the Workplace).

Herzing College – Madison Campus (2003 – 2005)

Revised and Edited Herzing College – Madison Institutional Effectiveness Plan (IEP), the 2004 strategic plan.

Interim Evening Education Manager, Consultant – Curriculum Specialist (2003)

- Acted as a Staff Development Facilitator in order to instruct, mentor, and evaluate full time and adjunct faculty in teaching methods, instructional design, and professional development.
- Assisted in the recruiting, hiring, and training of instructors.
- Evaluated adjunct faculty by administering classroom observation, and review same with instructors to provide appropriate feedback and ensure instructional improvement.
- Supported four faculty committees (Evaluation and Assessment, Professional Development, Madnet, and General Education).
- Created and articulated a campus wide method for syllabi placement and maintenance utilizing a state-of-the-art teaching support software program called Madnet.
- Created and/or revised campus manuals for both the Evening Manager Position and Campus personnel.
- Provided assistance and consultation to evening students on an as needed basis.
- Assisted in the creation of a Comprehensive Orientation program for Herzing College – Madison faculty (full time and adjunct).
- Interpreted and enforced Herzing College Policies and Procedures.
- Completed a two-year cycle of program development that encompassed initial defining of Herzing College system wide program outcomes through creation of syllabi revision of over 50 courses. This process completed an evaluation and assessment cycle that was based on

- consensus building between a wide range of stakeholders.
- Instructed and supported local faculty in the formulation and implementation of a comprehensive systematic procedure for course syllabi creation that meshes with an emerging campus wide evaluation and assessment methodology.

Adjunct Associate Professor – Madison Campus (2003 – 2005)

- Taught assigned classes in both on-line (distance) and face-to-face instructional delivery venues.

Herzing, Inc. (Milwaukee Headquarters) – Director of Educational Programs (2001 – 2002)

- Chaired five Corporate Program Committees and formulated curriculum revision methods that restructured program objectives to encompass outcomes based criteria to guide on-going course development. This was the first stage of evaluation and assessment that was subsequently completed as a consultant at the Madison campus.
- Wrote all program outcomes resulting from data generated from the aforementioned evaluation and assessment presently incorporated in 2002 – 2003 College catalog.
- Researched and composed internal papers for campus administrators on subjects ranging from portfolio assessment to criteria for analyzing faculty development needs.
- Researched and composed reports for two different Vice Presidents used in successful attainment of affiliation status of Herzing College with Regional Accreditor – The Council for Higher Education / North Central Association.
- Supported Corporate Executive Leadership in all phases of marketing, programming, and delivery of educational products.

Corporate Administrator of On-line Education (position held in tandem with Director of Educational Programs) – Directed and administered an on-line education (www.herzing.edu/en).

- In cooperation with five academic deans (located at Herzing campuses in Atlanta, Birmingham, Madison, Minneapolis, and Orlando), increased on-line enrollment from 183 students to 302 in a 1 ½ year period.
- Supported design and implementation of 2 complete on-line programs (Bachelor Degree in Technology Management and Diploma in Website Design).
- Researched needs and wrote faculty on-line manual setting standards for faculty development.
- Conducted faculty training and development for instructors teaching on-line courses.
- Developed and administered budgeting and expense allocation procedures for on-line programming.
- Directed all phases of on-line vendor service, support and improvement.

American Academy of Allergy Asthma & Immunology

Director of Continuing Medical Education (2000 – 2001)

- Administered the maintenance of a Department of Continuing Medical Education (CME) database tracking of the Academy's CME endeavor.
- Work with Academy Fellows on enhancing teaching effectiveness.
- Evaluated and assessed CME course quality.

Cardinal Stritch University/College of Business and Management

Curriculum Director (1996 – 1999)

- Administered the creation and maintenance of over 150 under-graduate and graduate courses within a college that specializes in accelerated, night school based, adult education through a three person staff.
- Facilitated the preliminary development of the curriculum for new Masters Degree in Business Administration for Health Care Executives and Masters Degree in Financial Services.
- Hired and coordinated the work of authors in a wide range of professions.
- Conducted research in the efficacy of the cohort, accelerated learning model.
- Evaluated course effectiveness and coordinated revisions.

University Responsibilities as Curriculum Director

- Served on University Distance Learning and Graduate Curriculum Committees.
- Mentored adjunct faculty in the College of Business and Management.

**Research and Evaluation In Adult Continuing Education (RE/ACE), Northern Illinois University/
Project Coordinator (1994 – 1996)**

- Coordinated and participated in client evaluations.
- Compiled Register of Dissertations in Adult Education.
- Created and produced video educational material related to the field of adult education.
- Advised clients on customized evaluation programming while teaching same to those customers.
- Supported curriculum re-designs and co-taught LEAC 610 Educational Evaluation In Adult Education and LEAC 670 Leadership In Adult Continuing Education.

Educational Research and Services Center/Research Associate (1993)

- Conducted and evaluated both focus groups and individual interviews relevant to special education.
- Conducted research on primary and secondary education as assigned.

Training Systems, Inc. /Sales Manager (1990 – 1991)

- Managed three people in a commissioned sales force.
- Advised clients while selling full line of management training products.
- Designed and revised curriculum for sales training, time management training, and presentation skills courses.

Conomy Career Centers Sales/Management Trainer (1988 – 1990)

- Sold training programs as certified Wilson Learning Sales Trainer and Priority Systems Trainer
- Taught all to select clients.

HLW/CCS Video/Director of Production (1987 – 1988)

- Trained and managed six-person department.
- Produced both video and print materials for use in commercial advertising.

Ebsco Subscription Services/Sales and Account Representative (1983 – 1987)

- Sold a full product line focused on utilization of computers to facilitate purchasing library periodicals.
- Presented lecture series for schools of library science designed to improve library-purchasing operations.

3M Corporation/Web-Publication Specialist (1980 – 1983)

- Increased sales and implemented product training in the 4/color web-offset publication printing industry.
- Assessed customer needs.
- Evaluated new product applications.

Adcom/Quaker Oats Corporation/Print Production Manager (1976 – 1980)

- Produced graphic art advertising materials.
- Designed and implemented a lecture series designed to increase management understanding of print production methods.

Oak Hill Academy/Assistant Principal, Media Director and Teacher (1970 – 1976)

- Taught American history, political science, art, and photography. Note: Oak Hill is a private 9-12 boarding high school located in Virginia noted for its outstanding academic and athletic programs.
- Created and managed A/V production facility.
- Designed and implemented faculty media usage program.

Education

Doctor of Education, 1995, Northern Illinois University, DeKalb, IL Major: **Adult Continuing Education**. Cognate: Instructional Technology
Dissertation Title - *An historically based description of adult education dissertations: Perceptions resulting from the creation of an evolutionary classification schema for the field of adult education*

Master of Arts, 1974, Appalachian State University, Boone, NC Major: **Education Communications (Instructional Technology)** Minor: Political Science.

Bachelor of Arts, 1970, Rockford College, Rockford, IL Major: **American History** Minor: Fine Arts.

Teaching Licenses

Held High School Teaching Certification in the States of *Virginia* and *Illinois* in American History, Government, Social Studies and Art.

Certifications

Professional certification to instruct **police diversity** and **ethics** training. Issued by *The National Institute of Ethics* (Ethics Instructor) and *Institute for Law Enforcement Administration* (Teaching Diversity Train-the-Trainer). Trained in both **Restorative Justice** and the utilization of **Peace Circle** methods of community restoration.

Military Service

United States Marine Corps, 1963-1966 (Vietnam Combat Veteran)

Professional Affiliations

American Association of Adult Continuing Education (AAACE), American Society of Training & Development (ASTD), Kappa Delta Phi

Volunteer Affiliations

Sherman Park Community Association, 1996-present.
Agency Representative on the **Milwaukee Commission of Police Community Relations (MPCPR)**, 2008-present;
First Vice President and Member -- Executive Committee 2004 -- Present;
Member -- Board of Directors 2003 -- Present;
Member Public Safety Committee and **Agency Representative** to Police Districts 3 & 7 2008-present; **Member** Historic Preservation Committee (2008 -- present); and
SPCA Representative -- **Board Member** Burleigh Avenue BID #27 (2010 -- Present).

Rockford College, Rockford, Illinois
Alumni Board Member 2005 -- Present; and
Chair of the Alumni Awards Committee 2008 -- 2015.

Milwaukee Interfaith Committee on Restorative Justice, 2008 -- Present. Member and Secretary.

Milwaukee Homicide Review Commission, 2008 -- 2012. Member (Inactive Commission).

Washington High School of Information Technology Advisory Committee, Milwaukee Public Schools (MPS). 2008 -- Present. Member.

Milwaukee Area Council (MAC), Boy Scouts of America, 1996 -- Present. Member.
Youngtimers (Service Volunteer Group for retired Scouters) Member 2016 to present)
Camp Commissioner, MAC; **Course Director**, Adult Leader Training 1997-2000.

Chicago Area Council (CAC), Boy Scouts of America, 1976-1996.
Assistant Chairman-Boy Scout Adult Training, CAC, 1991-1992;
Silver Beaver Recipient CAC, 1989; and
Woodbadge Staff 1992.

Evidence of Scholarship/Professional Accomplishment

- "Accelerated Adult Business Education: Is Higher Education Being Compressed into A Form of Training and Development?", Roundtable Discussion at *The Second Eastern Regional Adult Education Research Conference*, Pennsylvania State University, March 16-18, 2000.
- "Adult Education: An overview of the role it plays in peace/non-violence education", a co-presentation at first annual Conference On Peace/Peacemaking, April 17, 1998. Special emphasis was given to the application of Study Circles to peace education.
- "Visioning in continuing professional education via paradigm shifts in research activities: A pragmatic approach", Chapter 1 in Continuing professional education in transition: Visions for the professions and new strategies for lifelong learning, 1998, edited by Dr. William Young, Melbourne: Krieger Publishing Company.
- Text **Second Reader for Chapter Four**, Nickles, W., McHugh, J., and McHugh, S. Understanding Business. (1997). 5th Ed. Chicago: Irwin/McGraw-Hill.
- "A system for discerning and analyzing the present state of adult education dissertation research", in New Horizons in Adult Education, Spring, 1997, V.11, Num. 1, a referred electronic journal published through Nova Southeastern University, Programs for Higher Education, at aednet@pulsar.acast.nova.edu.
- "Adult education: Exploring a different educational world", Faculty Development Committee sponsored presentation to the Cardinal Stritch College community, December 2, 1996.
- "Refuting the critics: Making the case for dissertations being representative of the latest research in adult education", presentation at *Commission of Professors of Adult Education Conference*, AAACE, Kansas City, Missouri, November 3, 1995.
- "Using the visual arts as a formal pedagogic tool: Arguing for enhancing instructional techniques in graduate education", a paper co-written with Professor Deborah L. Smith-Shank and presented at the *Midwest Philosophy of Education Society* meeting, Chicago, Illinois, November 11, 1994. Published in the Journal of the Society.
- "Perceptions resulting from the creation of the RE/ACE dissertation register", presentation at *Commission of Professors of Adult Education Conference*, AAACE, Nashville, Tennessee, November 4, 1994.
- "C.S. Pierce and interpretive research in education", chaired a participative discussion by the Student Commission for the Use of Interpretive Theory in Education at the *Mid-Western Educational Research Association Annual Meeting*, Chicago, Illinois, October 13, 1994.
- "Ignored research in adult education", a review of the scope and purpose of the RE / ACE Register of Dissertations In Adult Education presented at *The 1994 International History of Education Symposium*, NIU.
- "Synchronic reliability in qualitative research", *1993 Research Symposium- Knowledge Production and Educational Change for Democratic Renewal*, NIU. Published in Thresholds In Education Vol. XX. Nos. 2&3, May and August 1994.

- Attended 2001 North Central Association Annual Conference**, November 2001, Chicago Illinois in preparation for visitation of Evaluation Committee to Herzing College.
- Conducted On-line Faculty Development**, June 2001, May, November 2002, and January 2003. Atlanta, Georgia (June) and Madison, Wisconsin (May, November, and January) Herzing College Campuses.
- Attended Continuing Education Seminar**, March 23, 2004, on "Emerging Compensation and Benefit Strategies" presented by Tim Haas, President, Aspen Partners, LLC through Resources Connection, Milwaukee Wisconsin.
- Attended Cardinal Stritch University Conference**, April 17-18, 2004 at Lake Geneva, WI: *Academic Service Learning*.
- Conducted Luncheon Seminar**, February 17, 2005 for the Greater Milwaukee Chapter of the Association of Fundraising Professionals (AFP) on *Outcome Based Objective Writing*.
- Attended "Rethinking Neighborhood Change Seminar"**, November 30 - December 1, 2005, Sponsored by the Greater Milwaukee Council.
- Presented Luncheon Seminar**, Milwaukee County Police Chiefs, August 23, 2005, *An Alternative Approach to Building Interdisciplinary Alliances*.
- Attended Continuing Professional Development Seminar**, August 29, 2006. *What the Best College Teachers Do*. A presentation by Dr. Ken Bain sponsored by Carroll College/Wisconsin Association of Independent Colleges and Universities. Synopsis available at www.drtomlifvendahl.com
- Completed Ten Week Milwaukee Police Department Citizens Academy**, March 13 – May 22, 2007. This was a comprehensive program of instruction designed to familiarize residents of Milwaukee with the organizational structure, mission, and operational procedures of the Department.
- Participated in Search & Seizure Seminar**, Milwaukee Sheriff's Academy, August 14, 2007. This was an in-depth review of current court cases involving illegal searches' conducted by law enforcement agencies.
- Participated in The Future of Community Justice in Wisconsin Conference**, Marquette University, February 19 & 20th, 2009. This was a set of lectures and breakout sessions focused on enhancement of dialogue between political, cultural and jurisdictional stakeholders. The conference was designed to "encourage dialogue between community leaders and criminal justice professionals, promote official cooperation across jurisdictional lines, and facilitate creative problem solving.
- Participated in National Science Foundation Day**, University of Wisconsin-Milwaukee, March 6, 2009. This was a Proposal and Merit Review program designed to increase success at applying for NSF Grant Funding.
- Conducted In-service Training, Milwaukee Police Department District 7** on "Police Customer Service", March 5, 2010. This program generated an upgrade of the Station Lobby Area and desk manning responsibilities. Further work with the MPD is awaiting approval.
- Commencement Speaker**, June 6, 2010. Topic: "Admonitions for Business Success, Kaplan College.

Created Comprehensive Visual Presentation, (Photographs and PowerPoint™ - June, 2010) for the Sherman Park Community Association. This presentation is designed to represent and promote both the non-profit and our community to Milwaukee's Historic Preservation Community. PPT represents the type of work I do.

Participated in First Time Burglary Offender Restorative Justice Project Meeting, September 30, 2010. A two stage meeting designed to investigate implementation of a program to educate first time juvenile defendants as to the consequences of their burglary on victims and their families. This meeting was facilitated by Dr. Mark Umbriet of the University of Minnesota. This meeting was sponsored and attended by the Milwaukee County District Attorney Office.

Participated in Hate Crimes Issues Summit, March 10, 2011. The program was sponsored by James L. Santelle, the United States Attorney for the Eastern District of Wisconsin at Marquette University's School of Law. It was a comprehensive meeting of local law enforcement, non-profit and concerned citizens on the effect of hate crimes in our community. The program familiarized participants with the evolution and legislation of crimes of "hate". It also approached understanding hate crimes both from emotional and legal process realms. Victims of hate crimes were able to give voice to the effect of the crime on their lives while the law enforcement community was able to review process and procedures that lead to efficient investigation and adjudication.

Participated in Restoring Faith in Government: Encouraging Civic Public Discourse, June 8, 2012. Sponsored and facilitated by the Marquette Law School and the Restorative Justice Institute the program sought to bridge the varied communication difficulties generated by incessant negative political advertising and contentious political rancor. A wide range of panels and panelists provided salient information and thoughtful reflections as to what to do to remediate this problem.

Participated in The Death Penalty Versus Life Without Parole, February 22, 2013. This was a seminar of panel discussions on comparative research about the impact on crime victims and the community they live in over the application of death sentencing and life imprisonment. It was held at the Marquette Law School and the synopsis can be read using the following link: [Marquette Synopsis](#).