

DAVID W. J. TAYLOR, B.Sc., M.D.E., M.A.

Cell (Canada): +1 (905) 327-0051 (WhatsApp)
E-mail: dave.d39@gmail.com (Personal)
info@datum39.com (DATUM39 Inc.)
LinkedIn: <https://ca.linkedin.com/in/davetaylor39>

EDUCATION

- **M.A. Strategic Marketing, London School of Business and Finance/ UTIU, 2016.**
Thesis: “The role of social media on college selection for Saudi males”.
- **M.D.E. (Master of Distance Education), Athabasca University, 1999:** (Athabasca, Alta.). Focus on distance education design, delivery, technology, corporate training, and international issues. Thesis: “Integrating remote expertise into the traditional classroom through distance education.”
- **B.Sc. (Mathematics), University of Western Ontario, 1978:** (London, Ont.)
- **Brock University, 1980 - 81:** (St. Catharines, Ont.)
CICA, continuing professional education:
Selected areas of study included: Cost Accounting, Financial Management and Policy, Contract Law, and Computer Science.
- **Workplace Mental Health Leadership Certificate,** Morneau-Shepell, April 2019
- **Teaching with Moodle, Certificate of Completion,** Moodle HQ, August 2016.
- **Certified DACUM Facilitator,**
The Ohio State University, 1992.
- **”Superhost” Certificate,** the Ontario Tourism Education Corporation/Ontario Chamber of Commerce, 1996
- **Management Development Institute, ACAATO, 1995.**

PROFESSIONAL EMPLOYMENT HISTORY

Datum39 Inc. (www.DATUM39.com)

President/Consultant: (July 2014 - Present)

Consulting and Project Management: Educational systems development and academic operations, international strategic management and partnership development. Business planning, systems analysis, human resource development.

Analysis of 'Public-Private Partnership' opportunities as a result of the Ontario government's pending binding policy revisions. Work included researching relevant market factors, and the quality assurance measures required for support of brand, academic integrity, and the assessment of 'fit' for integrated organizational operations.

Niagara College Canada

Senior Vice President: International Division (Interim; February 2020-August 2020)

Executive member of the college's senior management team, supervising staff responsible for Global Education & Partnerships, the recruitment and management of over 4,000 international students annually, and the oversight of Niagara College KSA operations in Saudi Arabia.

Associate Vice President: Academic & Learner Services (September 2017 – August 2019)

A member of the college's senior management team, working closely with the Vice President Academic and the college's Executive team to provide progressive leadership for college staff and students participating in over 100 Diploma and Graduate Certificate programs, Apprenticeship training programs, and Bachelor's Degree programs.

Chair of the Program Change & Development Committee, providing oversight of all new program development; quality assurance; and program reviews. Worked closely with Niagara College's Centre for Academic Excellence ensuring compliance with the Ontario College Quality Assurance Service (OCQAS) process.

Dean of International Partnerships (August 2016 – August 2017)

The International Division of Niagara College Canada was responsible for approximately 30% of full-time enrolments, representing students from over 90 countries. Outreach projects included activities and operations in Ecuador, Peru, Brazil, Vietnam, Saudi Arabia, Europe, South Korea, China, and the Americas.

Business development responsibilities included educational and operational consulting, international student recruitment, joint educational ventures, curriculum and program development, and dedicated customized programming for targeted industry sectors.

Development of an integrated/joint program with Wuchang University of Technology (WUT) delivered in China and Canada facilitating the completion of a bachelor's degree at Niagara College Canada. Niagara College was responsible for curriculum development, articulation pathways, and quality assurance monitoring and enforcement.

Niagara College KSA, (Kingdom of Saudi Arabia)

Founding Campus Principal / Dean

Taif Campus (August 2014 – August 2016) / Makkah Campus (August 2015 – August 2016)

The Niagara KSA Campuses commenced start-up operations in August 2014 designed to address the National Occupational Skills Standards (NOSS) as determined by the Colleges of Excellence (CoE) and the Saudi Skills Standards (SSS).

KSA Campus operations consisted of a complement of approximately 15 support staff, 30 faculty, and 15 administrative personnel at each campus location (120 staff). The student population as of June 2016 was approximately 800 registered students in English Foundation, Associate Diploma, and Diploma programs (2015-2016).

Responsible for the complete start-up operations through to the successful completion of campus operational audits by the Saudi sponsor, program outcomes review, SSS assessment of student academic performance, human resource development, and budget monitoring and financial compliance.

Niagara College Canada

Dean: Academic & Liberal Studies Division (ALS), (September 2011 – July 2014)

The ALS Division is responsible for the development and delivery of English, Communications, Mathematics, Computer Literacy, General Education, Humanities, Social and Natural Science courses (135 different course deliveries) across 92 of the College's programs (certificate, diploma & degree) serving over 16,000 course enrolments, in addition to the delivery of the General Arts and Science diploma, and Pre-Health Science programs to over 850 full time students enrolled within the ALS Division.

- 2 Academic Chairs, 1 Academic Business Manager, 4 full time academic support staff, 3 part time academic support staff, 65 full time faculty, 50-100 part time faculty. (Welland and NOTL Campuses)

Dean: Business, Hospitality & Tourism Division (BHT), (September 2010- August 2011)

The BHT Division delivers a variety of apprenticeship, certificate, diploma and Bachelors degree programs to a wide cross-section of domestic and international students. With approximately 2,500

full time and 1,000 part time students, the BHT Division also operates two learning enterprises as part of its diverse portfolio.

Professional achievement highlights:

- **Acting Vice President Academic** in the absence of the VPA.
- Review and re-development of BHT Division's industry **Program Advisory Committees**.
- Member of the **Academic Logistics** project team.
- Member of the College's **Quality Assurance** committee. (PQAPA)
- Development of '**Alliance**' programs to facilitate intra-departmental academic cooperation to enhance 'College' networking and learning environments.
- Initiated '**integrated learning models**' within various program areas to facilitate synergies between faculty, related learning modules and student performance.
- Development Lead: three new degree proposals: (**Human Resources, Accounting & Finance, and Business Management & Intrapreneurship**).
- Co-lead, cooperative development of a new Sports Management Advanced Diploma, **maximizing inter-college resources and expertise, and facilitating active integrated networks** with external Canadian and U.S. educational institutions.
- Management Chair, Union-Management committee (WMG) regarding faculty workload resolutions and **collective agreement** process and application issues.
- Established a **comprehensive articulation agreement** with Brock University for advanced standing within defined academic fields of degree study for Niagara College diploma graduates.

Dean: Academic Studies Division, (Feb 2006 - Aug 2010)

The Academic Studies Division is responsible for the development and delivery of all Communications, English, Mathematics, Computer Literacy, and related General Education courses for all programs across Niagara Colleges. More than 80 programs representing over 7,000 full time students are enrolled in the Division's courses.

Dean: Hospitality & Tourism Division. School of Hospitality & Tourism, Niagara Culinary Institute (NCI), (June 2003 – Feb 2006)

The NCI also represents a 'learning enterprise' responsible for the business operation of a full service, year-round fine dining restaurant and a very dynamic catering and special event department.

Professional achievement highlights:

- Established **Tourism Industry Development Centre** (TIDC).
- Lead the **academic and facilities development** of new \$10 million Hospitality & Tourism building and relocation of programming to new Glendale Campus, including the Niagara Culinary Institute.
- **Increased full time academic enrolment** from 450 (2002) to 800 (2005)
- **Increased 'Learning Enterprise' revenues** from \$250K to \$750K in one year

- Launched Ontario's **first Applied Business Bachelor's Degree** in 'Hospitality Operations Management'
- Co-founder of the **provincial Dean's group** for Hospitality & Tourism issues: Heads of Hospitality and Tourism of Ontario – HOHTO, (Chair)

Dean: Hospitality & Tourism Division, (Campus Principal, Maid of the Mist Campus), (Feb 1996 – May 2003)

The Maid of the Mist Campus consists of over 600 full time students, approximately 500 part time students, and has a full time staff complement reporting to the director of 3 full time managers, 1 part time manager, 14 academic faculty, 8 support staff and various other part time staff members, as well as a fully operational restaurant open to the public.

Selected professional achievement highlights:

- integrated computerized systems for inventory control, food costing, and teaching.
- significant government and NGO liaison to position Niagara College and the Hospitality & Tourism Division as a leader in hospitality education and training.
- innovative special events such as the 'Showcase of Chefs' dining series which integrates education, community, and industry around a celebration of regional food, wine and hospitality resources
- negotiated articulations with selected Canadian, U.S. and international institutions in joint programming delivery, development and consulting
- specialized postgraduate certificates in hospitality and tourism
- initiation, design and development of a dynamic curriculum review and development that responds to student needs, institutional evolution, and changing market factors.
- established multi-media facilities to promote enhanced classroom delivery and distance education opportunities.
- Lead the development of a 120-seat "Winery Restaurant" as part of the integrated college business enterprise portfolio and the newly established "Niagara Culinary Institute".

Director: School of Business & Entrepreneurship, and Innovation Centre, (Jan 1995 – Feb 1996)

- 1000 students, full time complement of 1 manager, 23 academic faculty, 5 support staff with various part time staff members and consultants and an annual operating budget of \$ 2.7 million.
- Management of education and training based activities, advancement of government, business and academic networks in the development of synergistic learning relationships, partnerships and articulations. e.g.: "Call Centre Representative/Management"
- Management of academic program curriculum, customized training initiatives and related budgets, administration of collective agreements for faculty and support staff

Director: Business Studies Division, (Jan 1994 – Jan 1995)

- Post Secondary academic programs serving approximately 1000 students, 32 academic faculty, 2 support staff and an annual operating budget of \$ 2.4 million.
- Management of program curriculum and related budgets, administration of personnel and collective agreements for faculty and support staff.
- Responsible for the management of new programming and community based training initiated through college, joint venture activities and partnerships, as well as the academic management and planning responsibilities as a member of the College Academic Operating Team and College Planning Team.
- Research analyst and business plan development consultant: Joint Niagara College/Brock University CIDA project for the development of the Centre for Industrial and Environmental Training; Burapha University, Bangsaen, Thailand. Conducted preliminary market research, industry focus group sessions and business plan development in Thailand, 1994.

Professor, Business Faculty, (1983 – 1993).

Subject areas of concentration: Marketing Management, Applied Marketing Research, Entrepreneurship, Consumer Behaviour, Sales & Persuasion, International Trade

Program development:

- International Trade Post Graduate Certificate program
- Business Administration - Marketing Management program.
- Business: Sales program.
- Sales: Technical - Post Graduate Certificate program.
- Entrepreneurial studies across the curriculum, “Enterprising Edge”

Achievement Highlights:

- Recruitment, orientation and supervision of part-time faculty
- Development and maintenance of program advisory committee groups from industry.
- Development and presentation of proposals for government funding for training programs. Liaison and program administration responsibilities. (NITAC)
- Business faculty coordinator for the joint venture with Niagara County Community College of New York on international trade education. Research, needs assessment, target identification, determination of unique modes of delivery, curriculum development, human & material resourcing, program promotion, academic, government and business networking.
- Steering committee member and focus group facilitator on pilot project for the establishment of learning outcomes for the Colleges Standard & Accreditation Council (CSAC), '92-93.
- Co-ordinator, Business Administration-Marketing program, International Trade program, (Post Graduate Certificate), Business: Sales & Business: Retail programs, Consulting Co-ordinator Entrepreneurial Management program.
- Member: Niagara College Marketing Advisory Group.
- Member: Steering committee on international articulation.

Related Professional Experience

DKW Group Inc., Niagara Falls, Canada (January 2008 – January 2014)

President / Consultant

Systems, new venture, operational and product development for the educational and entertainment industries.

iTheatre Inc., Niagara Falls, Canada (January 2008- January 2014)

President / Executive Producer

Interactive theatre company producing unique entertainment experiences, events and business applications, (Mystery-on-the-Lake Productions).

McMASTER UNIVERSITY, Centre for Continuing Education, (1991)

Instructor: Delivery of business related studies.

(Institute of Canadian Bankers, a business program for bankers and specialized studies)

THE TAYLOR GROUP, Niagara Falls, Ontario. (1984 – 1995)

Marketing Researcher/Analyst

Selected projects (operations, education, training):

- Niagara Falls Canada Visitor & Convention Bureau: Project 38; Applied research of shoulder and off-season Niagara Falls tourism markets, 1986. (7100 respondents)
- HOCO Limited: Research and analysis of convention, catering, hotel, restaurant and nightclub operations, 1987-88.
- Maple Leaf Village Investments Inc.: Development of a computerized marketing information system and customer research protocol, 1986.
- Lincoln County Board of Education: Needs assessment analysis resulting from a survey of public school supporter attitudes, insights and awareness levels, 1988, (600 respondents)
- Niagara South Board of Education: Attitudes and decision criteria affecting the selection of a post-secondary institution. 1994, (1400 respondents)
- Niagara Industrial Training Advisory Corporation, (NITAC): Niagara Labour Market Network, development of customized research database applications. 1991-92.

M.H.A. INC. Marketing Consultants, Niagara Falls, Ont. (1982 - 83)

Vice President

- Development and administration of marketing research activities.
- Advertising/promotional planning and implementation.
- Public relations and customer service.
- Administrative duties including company finance and budgeting, office operations and personnel management.

Professional Affiliations & Activities (Past & Present)

<ul style="list-style-type: none"> • Travel: Canada, U.S.A., Mexico, Cuba, Bahamas, Spain, Italy, Greece, England, France, Netherlands, Germany, Austria, Switzerland, Portugal, Hungary, China, Hong Kong, Thailand, Japan, India, Saudi Arabia, United Arab Emirates, Qatar, Bahrain, Oman, Turkey, Jordan, Egypt, Hungary, Iceland, Australia, New Zealand, Fiji, Vietnam, South Korea, Panama, Ecuador, South Africa, Malawi. • Provincial Executive Chair, Ontario Colleges Heads of Math, (2007-2008) • Provincial Executive Chair, Heads of Hospitality & Tourism of Ontario, HOHTO (2004-2005) • 2003 Ontario Hostelery Institute Gold Award honouree in Educator category • Niagara College Administrative Award of Excellence, 2001 • Inducted as a Fellow of the Ontario Hostelery Institute, 2001. • 1999 Niagara Falls Tourism Association Murie Misty Award for the promotion of tourism. • International Joint Venture Development; training design, delivery, and consulting. • Chair; Niagara College Instructional Information Technology Committee. (1996-2004) • Member, International Council for Open and Distance Education (ICDE) • Member, Canadian Network for Innovation in Education (CNIE) • Member, NOTL Chamber of Commerce (2007-2013) 	<ul style="list-style-type: none"> • Past Member, Hotel & Catering International Management Association, HCIMA • Past Member, Tourism Industry Association of Canada. (TIAC) • Past Member, Travel & Tourism Research Association. (TTRA) • Past Member, Canadian Association for Distance Education. (CADE) • Co-chair, Ontario Colleges Gaming Education Consortium on Casino Training (1998). • Executive Chair, Provincial Heads of Business, Ontario Community Colleges (1998). • Chair, Western Region Heads of Business, Ontario Community Colleges (1997). • College Representative, Ontario Colleges Administrative Staff Association (1997-1999). • Past President, Niagara Region Chapter, University of Western Ontario Alumni. • Member, Professional Marketing Research Society. (1986-1992) • Member, National Association of Small Business International Trade Educators. (1990-1994) • Member, Board of Directors and Marketing Advisor, RESTAIR Products Inc. (1986-1995) • High School Junior/Senior Basketball Coach, (1982-1986) • Private Pilot's License (Night/Instrument Ratings)
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Publications & Presentations

Selected examples:

<ul style="list-style-type: none"> ● Niagara Falls Review; "Focus on Marketing" published articles: ● "Customer Satisfaction is Paramount". 6-90. ● "Identifying Consumer's Specific Needs". 7-90 ● "Diversification Necessary in 1990". 8-90 ● "Product Name Should Help Create Positive Consumer Image", 9-90 ● "Image of Salespeople is Changing", 10-90 ● "Marketing Through Association", 11-90 ● "Success in Understanding", 12-90 ● "Focus of Product Marketing Plan", 1-91 ● "The Art of Selling Can Be Learned", 2-91 ● "Practical Applications to Creative Thinking", 3-91 ● "Planning Necessary for Best Results", 4-91 ● "Successful Marketers Deal With Risk Perception", 6-91 ● "A Viable Marketing Strategy", 7-91 ● "Mind Your P's ", 8-91 ● "Preparation Necessary When Launching Small Business", 9-91 ● "Packaging and Product Image", 10-91 ● "Advertiser Message Customized for Target Markets", 11-91 ● "Free Gift Promotions", 12-91 ● "Even the Best Laid Plans", 2-92 ● "Networking Your Way to Success", 3-92 ● "Distribution Key to Selling Products", 5-92 ● "Marketing Messages Often Ignore Morality", 6-92 ➤ "Technical Sales", Published; Technical Journal, 1987 	<ul style="list-style-type: none"> ➤ The Process for Joint Venture Development of Cross-Border Academic Programming in International Trade Education. Published by the 9th International Conference on Technology & Education, Paris, France, (March 1992). ➤ National Association of Small Business International Trade Educators Conference, Baltimore (1991), Portland (1993); Presentation on the process for joint development of International Trade Programming between Canada and the U.S.A. ➤ Integrating Remote Expertise into the Traditional Classroom Through Distance Education, Master of Distance Education (2000) ➤ The Role of Social Media on College Selection for Saudi Males, Thesis - Master of Strategic Marketing (2016) ➤ Saudi Department of Defence (Medical): Conference on "The Role of Support Services in Raising the Quality of Medical Services Performance" (2016), Taif, KSA; Presentation on Niagara College in KSA and the relevant application of 'Hospitality Training' to the Medical Services sector.
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