

NANETTE SCARPELLINI METZ, Ph.D.

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EDUCATION

Doctor of Philosophy in Public Administration, 2007, GPA: 3.765. University of Nebraska at Omaha, Omaha, NE, HLC, NASPAA, AABI accredited.

NASA Fellowship, 2001

Thesis Title: *Determining Contributors to Network Effectiveness in Networks with Public-Private Partners: An Examination of AGATE and SATS*

Supervisor: Dr. Brent Bowen

Master of Public Administration, 2001, GPA: 3.875. University of Nebraska at Omaha, Omaha, NE, HLC, NASPAA, AABI accredited.

Concentration in Aviation

Thesis: *Distance Education: Keeping the Promise*

Certificate in Training & Organizational Development, 1999. New York University, New York, NY

Bachelor of Arts, 1990. The Ohio State University, Columbus, OH

Double Major: Journalism and Psychology

PROFESSIONAL HIGHLIGHTS

CALIFORNIA LUTHERAN UNIVERSITY, Thousand Oaks, CA

November 2010 – Present

Interim MPPA Program Director, Visiting Professor

August 2023 – 2024

- Evaluate and align curriculum in such areas as strategic planning, transportation policy, and organizational behavior, to global affairs to develop leaders of tomorrow using survey data.
- Strategic advisor to department leadership on financial management and communications strategy.
- Evaluate international academic credentials, including diplomas, transcripts, certificates, and other relevant documents, to determine their comparability to U.S. educational standards.
- Develop a comprehensive marketing plan using survey data to engage and attract students.
- Generate plan for transition to online course development to align with launch of university initiative.
- Supervise and direct 175+ undergraduate and graduate students in quantitative and qualitative research methods and their application to complete thesis.
- Teach, advise and mentor students on research, internships.
 - Ethics in Public Policy
 - Research Methods including survey creation
 - Strategic Planning for Public & Nonprofit Organizations
 - Public Administration Theory
 - Strategic Management
 - Organizational Behavior

Lecturer, Senior Adjunct, Graduate School of Management

MBA, EXECUTIVE MBA AND PATHWAYS PROGRAMS

- Design, select textbook, develop course material and deliver 5 results-oriented university courses based authentic assessments and program effectiveness to a diverse student body:
 - Strategic Management Capstone
 - Organizational Dynamics
 - Marketing Research
 - MBA Project Capstone
 - Organization Theory & Development
 - Consulting to Business

- Lead teams of 6 to 20 business associates to develop and translate strategy into tactical plans that drive day-to-day action.
- Supervised over 350 graduate students working through the research process to a 95% success rate for completion.
- Incorporate online software tools, learning management systems and social media to provide media rich delivery.

COURSE SPECIALIZATION

- Consulting to Business – graduate and executive levels
- International Travel – executive level
- Organizational Behavior – graduate, executive, Pathway levels
- Organizational Theory – graduate and executive levels
- Marketing – graduate levels
- Enterprise Management, Organization & Strategy – graduate, executive, Pathway levels
- MBA Capstone– graduate and executive levels

Visiting Assistant Professor, School of Management

September 2011 – 2012

- Led MBA program restructuring faculty committee as project manager; assessed and revitalized the MBA to meet changing needs of global community to represent educational accreditation standards and illustrate judgment and professional integrity.

PUBLIC POLICY & BUSINESS ADMINISTRATION

2011 – 2018

- Design, select textbook, develop course material and deliver 2 results-oriented university courses based authentic assessments and program effectiveness to a diverse student body:
Communication for Managers Transportation Policy
- Chaired and directed 8 graduate students in research methods and their application to complete thesis project in MPPA with a 90% success rate.
- Directed 20 graduate students as part of a faculty committee in development of MPPA research capstone project with 100% success rate.
- Encourage development and implementation of generative learning experiences for traditional students and adult learners with majority exceeding performance benchmarks.

COURSE SPECIALIZATION

- Communication for Managers – graduate level
- Organizational Theory – graduate level
- Public Administration – graduate level
- Transportation Policy – graduate level

NATIONAL ASSESSMENT OF EDUCATION PROGRESS, Gaithersburg, MD Nov 2016 – Jan 2022

Assessment Coordinator: Supervise and troubleshoot assessment team activities in sampled schools in the assigned region. Administering digitally based assessments conducted with grade 4, 8 and 12 students in both public and private schools.

- Supervise assessment activities in over 45 schools with over 2000 students. Collect and transmit all relevant data to maximize adherence to sampling algorithm.
- Lead teams of 3 to 5 assessment administrators. Monitor team training for over 15 administrators in a timely manner with emphasis on consistency. Provide guidance as needed and plan teamwork assignments.

TRIDENT UNIVERSITY INTERNATIONAL, Cypress, CA January 2011 – 2015

Faculty: Strategic Management graduate course with technology-based delivery systems.

- Manage multiple distance learning environments with a demonstrated ability to facilitate adult learners, such as active-duty military from bases worldwide, toward attaining educational goals. Deliver quality business education in 100% online environment.

PURDUE UNIVERSITY, West Lafayette, IN

Spring 2013

Visiting Professor: Developed and taught *Aviation Leadership* course with intensive study of leadership philosophy, corporate culture, ethics, and elementary team building.

CALIFORNIA STATE UNIVERSITY, Channel Islands, CA

January 2008 – June 2009

Lecturer: Taught undergraduate *International Business* and *Organizational Management* courses.

Delivered results-oriented courses based on program effectiveness analysis and outcomes.

NSMETZ WRITING, Thousand Oaks, CA

May 2007 – Present

Research and Marketing Consultant

Research marketing trends for industry targets to forecast options for future development and enhanced long term outcomes.

- Assess and determine complex customer requirements on both a business and technical level. Facilitate relationship building for a small business owner to connect with 40% in clients and 50% in industry partners.
- Generate, test and edit business materials including blogs, social media plan, website content management, surveys, media releases, brochures, textbooks, regulatory compliance, grant writing and journal articles to promote demand generation and opportunities.

Technical Writer & Editor

Assess clients' messaging for communicating with their audience such as buyers, suppliers and investors. Includes numbers of hits on a webpage, length of time spent on page and where reader clicks next and frequency of visitors to page to prioritize importance of revision.

Oversee all aspects of the project including maintain an updated project plan with milestones, organize electronic files, identify missing content, facilitate all Subject Matter Expert (SME) meetings and debriefings, keep client updated with progress by developing and presenting briefing documents.

- Write and edit new content based on research and discussion with SMEs. Collaborate with graphic artists to maximize understanding through visual appeal. Write descriptive manuals and guides for complex subjects. Use qualitative and quantitative techniques to direct planning and design content.
- Create, configure, proofread, edit and publish technical content of over 600 articles and videos for security client rebranding project requiring extensive collaboration and close adherence to deadlines. Successfully completed 100% of project on an accelerated timeline for new product launch.
- Manage multiple complex tasks with different deadlines under minimal direction that include lead collaboration with legal, security, customer care, marketing and other stakeholders to finalize content.
- Collaborate with graphic artists to conceive visually appealing and accurate representations of charts and figures to maximize understanding and enhance user experience measured by 20% reduction in search length.

EMBRY-RIDDLE AERONAUTICAL UNIVERSITY WORLDWIDE

October 2006 – 2019

Lecturer: Taught undergraduate courses *Airport Management*, *Aviation Legislation*, *Aviation History* and *Public Administration*

- Launched one of the first blended learning curricula for university to include interactive class web site as well as traditional classroom preparation.
- Engage in enhanced technology based educational delivery systems with worldwide network of diverse student population.

UNIVERSITY OF NEBRASKA AT OMAHA AVIATION INSTITUTE, Omaha, NE

NASA Research Fellowship, NASA Langley Research Center

May 2001 – Nov 2001

Performed program effectiveness research study based on agency learning outcomes to analyze agency in transition.

- Analyzed data through rigorous use of research methods to measure effectiveness in interorganizational networks of public and private partners. Wrote three papers discussing findings one of which about maximizing was published in *Public Works Management & Policy* and presented at the American Society of Public Administration Midwest Regional Conference.

Managing Editor, “Journal of Air Transportation”

Jan 2000 – May 2003

Edit and publishing scholarly journal focusing on the aeronautical aspects of transportation. Provided an international forum for peer-reviewed articles in all areas of aviation and space transportation research, policy, theory, case study, practice, and issues.

- Directed all aspects of journal management and production from article selection to worldwide distribution. Increased subscriptions by 40% and submissions by 50% in three years.
- Initiated and cultivated professional relationships with over 60 international members of reviewers, editors and authors; Increased international dissemination by 25% in 3 years.
- Designed and managed all aspects of digital production calendar including editing articles and coordinating industry trade events to enhance traffic and increase sales.

Graduate Research Assistant to the Director

Aug 1999 – June 2005

- Conducted government funded research for over 20 scholarly papers and presentations. Analyzed, reviewed and edited regulatory documents to prepare written documentation for NASA award proposals.
- Researched and designed 15 professional development presentations for a multinational audience: **educational policy**, presentation skills, team building, negotiation skills and creative problem-solving.
- Develop, implement and manage rigorous education research using advanced research methods for federally funded research initiatives associated with Nebraska Space Grant program.
- Wrote, published and presented 8 journal articles/presentations detailing dissemination and analysis of nationwide survey of e-learning/distance education in collegiate aviation.
- Engaged in a two-part statistical survey of all collegiate aviation programs offering online education in the United States. Used SPSS to support rigorous statistical analysis of the research. Produced a White Paper with detailed findings presented to University Aviation Association as part of the consideration of education practice and policy for future programs.
- Supported the preparing and planning of a **nationally disseminated** evaluation of US airport report card using statistical analysis with a data mining approach. Annually, between 2001 and 2005, worked cooperatively in the production and circulation of the Airline Quality Rating report. The findings were determined using quantitative data mining to analyze the performance of US based airlines. Data mining approach used feature selection modelling the data to determine airline performance. The report was widely distributed to through the national media.

COURSE SPECIALIZATION

- Research Method – undergraduate level
- Marketing in Aviation – undergraduate and graduate levels
- Professional Writing & Research – undergraduate and graduate levels

SKILLS

Additional knowledge/core competencies include:

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|---|------------------------------------|
| • Training & Organizational Development | • Assessment and Accreditation |
| • Technology Based Education Delivery Systems | • Writing and Editing |
| • Leader of Faculty Teams for Adult Learners | • Communication Skills Development |

Proficient in

- Design software: Adobe InDesign, Photoshop, Quark
- Project applications: Microsoft Teams, SharePoint, SmartSheets, Salesforce Knowledge, and Miro
- Research analysis tools: NVivo and SPSS
- Microsoft Office Suite, Google apps

CERTIFICATIONS

- ***White Paper Certification***, American Writers & Artists Institute: 2020
- ***Grant Writing Certificate***, California Lutheran University, 2019
- ***Federal Aviation Administration***
 - Private Pilot, 1990 – present; Instrument Rated 2002 –present
 - Advanced Ground Instructor Rating, 2004 – present
- ***California Basic Educational Skills Test certification***, 2016 – present
- ***Civil Air Patrol Search & Rescue Pilot***; Omaha, NE, September 1999 – May 2004
- ***California Governor's The Women's Conference***. Long Beach, CA: October 2007.
- ***Professional Skills Doctoral Workshop***, University of Nebraska at Omaha: April 2002
- ***SPSS Training***, Durham Science Center, Omaha, NE: November 1999

PEER-REVIEWED PUBLICATIONS

Scarpellini-Metz, N. & Bowen, B. (2005). Understanding Consumer Preference—Findings from the Airline Survey. *International Journal of Applied Aviation Studies*. 30 pps

Scarpellini-Metz, N. & Bowen, B. (2005 April). Maximizing intra-agency relationships through AGATE and SATS. *Public Works Management & Policy*. 14 pps.

Scarpellini-Metz, N. & Bowen, B. (2005 January). Determining the Role of Technology-Based Education in Collegiate Aviation. *Journal of Aviation/Aerospace Education & Research*. 18 pps.

Scarpellini-Metz, N. & Bowen, B. (2003 December). AGATE Outcomes Analysis: Laying the Foundation for SATS. *Journal of Aviation/Aerospace Education & Research*. 15 pps.

Bowen, B., **Scarpellini-Metz, N.** (2002 July) *Policy Research, A Case in Agency Transition: The NASA SATS Program*. Proceedings of the Air Transport Research Society International Conference. Seattle. 18 pps.

Bowen, B. **Scarpellini, N.** & Fink, M. (2001 Fall). Accreditation of Collegiate Aviation's Distance Education Programs: Now and in the Future. *Journal of Aviation/Aerospace Education and Research (11)* 1. Embry-Riddle Aeronautical University, Daytona Beach, FL. 30 pps.

Scarpellini, N. & Bowen, B. (2001 October). Evaluation and Action: Sustaining Excellence in Aviation Distance Education. *Collegiate Aviation Review 2001 (19)* 1. University Aviation Association Conference 24-27 October 2001, Nashville, TN. 39 pps.

PAPERS AND PRESENTATIONS

Scarpellini-Metz, N, Bowen, E. and Mott, J. (Eds.) (2015). Proceedings for the A³ for the 21st Century: *Challenges Facing Our Industry*. Litchfield, AZ: Scholarly Commons.

Scarpellini-Metz, N. (2014 January). *Privacy Issues in Commercialization of Unmanned Aerial Systems*. A3 for the 21st Century: Challenges Facing our Industry. January 17-18, 2014. Litchfield, AZ.

Scarpellini-Metz, N. (2005 March). *NASA Alliances: Collaboration within Public-Private Partnerships*. Transportation Research Forum. March 6-8, 2005. Washington DC. 25 pps.

Scarpellini-Metz, N., & Bowen, B. (2004 October). *Identifying Synergistic Relationships of National Aviation (Blue Ribbon) Commission Reports: A Qualitative Data Analysis Application*. Presented by Bowen at University Aviation Association Fall Meeting. October 6-9, 2004. Toronto, Canada. 20 pps.

Scarpellini-Metz, N., & Bowen, B. (2004 July). *Draft White Paper: Determining the Role of Technology-Based Education in Collegiate Aviation*. Council on Aviation Accreditation Annual Meeting. July 13-16, 2004. Prescott, Arizona. 28 pps.

Bowen, B., & Fink, M. (2004 July). *Data Points of Success: NASA's Education Pipeline Initiative*. Paper presented by **N. Scarpellini-Metz** at 5th Annual Return to the Moon V. We Are Going to the Moon: This Time to Stay. July 17, 2004. Las Vegas, NV.

Scarpellini-Metz, N, & Bowen, B. (2004 April). *Blue Ribbon Commission Reports (1993-2002): Synergies of the aerospace industry*. Paper presented at 124th Meeting of the Nebraska Academy of Science. April 2004. Lincoln, Nebraska. 32 pps.

Scarpellini-Metz, N, & Bowen, B. (2004 March). *Examining the Concurrence of Presidential Appointed Aerospace Commissions' Influence on Policy Action*. Paper presented at Great Plains Political Science Association Annual Meeting. March 27, 2004. Vermilion, South Dakota. 30 pps.

- Scarpellini-Metz, N.** (2004 January). *Grounded Theory Approach in Review: Investigating the Potential of Grounded Theory*. UNO Aviation Monograph Series. University of Nebraska at Omaha. 34 pps.
- Scarpellini-Metz, N.** (2003 October). *Research in Action: Qualitative-friendly Techniques for Data Management*. Panel presentation, Research in action: How qualitative research can help your organization. Paper presented at American Society of Public Administration Midwest Regional Conference 17-19 October. Kansas City, MO. 6 pps
- Scarpellini-Metz, N.** (2003 April). *AGATE/SATS: A Case Study in Federal Program Management*. Paper presented at the 123rd Meeting of the Nebraska Academy of Science. April 26, 2003, Lincoln, NE. 20 pps.
- Scarpellini-Metz, N.** (2002 October). *Exploring an Agency in Transition: NASA AGATE and SATS Programs*. American Society of Public Administration Midwest Regional Conference. Omaha, NE. 24 pps.
- Scarpellini-Metz, N., & Bowen, B.** (2002 April). *Policy Research Results from a Retrospective Assessment of the NASA AGATE Program: Implications for NASA SATS*. Paper presented at 122nd Meeting of the Nebraska Academy of Science. 7 pps.
- Bowen, B. & Scarpellini-Metz, N.** (2001 October). *The Policy Research Construct: Applications to Aviation and Space Research Abstract*. Presented at University Aviation Association Conference 24-27 October 2001, Nashville, TN. 12 pps.
- Scarpellini, N.** (2001 April 20). *Distance Education: Keeping the Promise*. Capstone Project. University of Nebraska at Omaha. 35 pps.
- Scarpellini, N.** (2001 April). *Distance Education: Keeping the Promise*. Annual Meeting of the Nebraska Academy of Science. Lincoln, NE. 30 pps.
- Scarpellini, N. & Bowen, B.** (2000, October). *The Journey of a Manuscript: A Journal Editor's Story*. Presented at the Annual Conference of the University Aviation Association. Phoenix, AZ.
- Bowen, B., Scarpellini, N., & Vlasek, S.** (1999, October 5-7). Education Session on *Measuring Student Responses to Improve Instructional Effectiveness in Computer-Mediated Course*. Presented at 2nd Annual Partners in Education and Research Conference. Kennedy Space Center: Cape Canaveral, FL.
- Scarpellini, N. & Liebowitz, B.** (1998 June). *Twentysomethings: How to Attract, Hire and Retain*. Presented at Annual Conference of Human Resources Professionals. Chicago, IL.

OTHER PUBLICATIONS

- Scarpellini-Metz, N.** (2007 November). Determining contributors to network effectiveness in networks with public-private partners: An Examination of AGATE and SATS. Dissertation. University of Nebraska at Omaha. 156 pps.

Scarpellini-Metz, N. (2007 October). Affordable Jet Ownership—It's About Time: Jet-Alliance Emerges as the leader in VLJ Shared Ownership. *San Fernando Valley Business Journal—Private Aviation section*. 2 pps.

Scarpellini, N. (2001 March). Book Review: *Aviation History* by Millbrooke, A.M. Englewood, CO: Jeppensen Sanderson. pp. 612. ISBN 0-88487-235-1. *Journal of Air Transportation World Wide* (5) 2. University of Nebraska at Omaha. 6 pps.

Bowen, B. & Scarpellini, N. (2000 October). Introduction to the Focus Issue: Aeronautics and Public Works. *Public Works Management & Policy* (5) 2. 2pps.

Bowen, B. & Scarpellini, N. (2000 March). A Tribute to Frank E. Sorenson. *Journal of Air Transportation World Wide* 5 (1). 10 pps.

Bowen, B. & Scarpellini, N. (1999 October). *A Proposal to Establish the Frank E. Sorenson Award for Scholarship*. Annual Meeting of the University Aviation Association. Atlanta, GA. 12 pps.

PROFESSIONAL SOCIETIES AND ASSOCIATIONS

- American Society for Public Administration, Section on Transportation Policy and Administration, Present
- Female Faculty Aligned with Business, CLU School of Management, Present
- Ventura County Aviation Commission, Commissioner Dec 2018 – 2023
- Citizen's Transportation Advisory Committee/Social Services Transportation Advisory Council, 2014-2018
- Toastmasters International, Conejo Valley Chapter, 2008-Present
- Advisory Board, JetAlliance, Inc., Member 2007-Present
- National Business Aviation Association, Eclipse 500 Technical Committee, 2007-2008
- National Air Mobility Consortium, Charter Member, 2007-2009
- Council on Aviation Accreditation, Member, 2002-2008
- University Aviation Association, Member, 2001-2008
- Women in Aviation, International, Chapter Charter Member, 2000-Present
- American Society for Public Administrators, Member, 1999-2008
- The Ninety-Nines, The International Organization of Women Pilots, Feature Editor of Chapter Newsletter 2005-Present, Member, 1999-Present.
- Aircraft Owners and Pilots Association, Member, 1991-Present

HONORS AND ACHIEVEMENTS

2014	American Council on Education Faculty Evaluator
2006	Embry-Riddle Aeronautical University Research Award
2004	Durham Graduate Scholarship
2004	Advanced Ground Instructor Rating
2003	Durham Graduate Scholarship
2002	Instrument Pilot Rating
2002	Durham Graduate Scholarship
2003	Pi Alpha Alpha, National Honors Society for Public Affairs & Administration

2002	Alpha Eta Rho, Aviation Education Honors Society
1999-2001	NASA Space Grant Fellow
1999-2001	Non-Resident Tuition Scholarship, University of Nebraska
1999-2000	NASA Travel Grant Recipient
2000	NASA Space Grant Meritorious Scholar

PROFESSIONAL DEVELOPMENT AND CONFERENCES

Transportation

- Women in Aviation International Conference. Long Beach, CA: March 2023.
- A³ for the 21st Century: Challenges Facing Our Industry. Litchfield, AZ: January 2014
- National Business Aviation Association, Regional Meeting. Las Vegas, NV: April 2008.
- Women in Aviation International Conference. San Diego, CA: March 2008.
- Women in Aviation International Conference. Orlando, FL: March 2007.
- Aviation Industry Week, Las Vegas, NV: March 8-10, 2005.
- Transportation Research Forum, Washington DC: March 6-8, 2005.
- Council on Aviation Accreditation Annual Meeting, Prescott, AZ: July 13-16, 2004. Prescott, Arizona.
- Return to the Moon Conference V, Space Frontier Foundation, Las Vegas, NV: July 16-18, 2004.
- Aviation Industry Week, Las Vegas, NV: May 17-19, 2005.
- 12th Annual Nebraska Aviation Symposium, Kearney, NE: January 2004
- American Society of Public Administration Midwest Region Conference. Kansas City, MO: October 2003
- University Aviation Association Annual Meeting, Nashville, TN: October 2001.
- Experimental Aircraft Association AirVenture July 2001, OshKosh, WI
- National Intercollegiate Flying Association, Regional Competition, St. Louis, MO: October 2000
- Offutt Air Force Base Annual Airshow, Pilot UNO aircraft, Offutt AFB, NE: August 2000
- Women in Aviation International Conference. Memphis, TN: March 2000
- Civil Air Patrol Search and Rescue Bivouac, Wagonwheel Park, NE: January 2000
- Civil Air Patrol Emergency Services Training, Offutt AFB, NE: January 2000.
- National Intercollegiate Flying Association, Regional Competition, Stillwater, OK: Oct. 1999

Public & Business Administration

- Led Executive MBA Travel to Austria, Strategic Management Capstone: March 2019
- Durham Distinguished Guest Lecture Series, University of Nebraska at Omaha: October 2003
- The Omaha Cultural & Academic Cooperative Nonprofit Forum, "Strategic Planning in Nonprofit Organizations" with Lou Burgher of the Greater Omaha Chamber of Commerce, February 20, 2002: Omaha, NE
- American Society of Public Administration Midwest Region Conference. Omaha, NE: October 2002
- Durham Distinguished Guest Lecture Series, University of Nebraska at Omaha: October 2002
- Durham Distinguished Guest Lecture Series, Eppley Airport, Omaha, NE: October 2000
- American Society of Public Administration Conference. Omaha, NE: October 1999
- Durham Distinguished Guest Lecture Series, Strategic Air Command Museum, Omaha, NE: October 1999

Professional Development

- White Paper Certification, American Writers & Artists Institute: 2020
- California Governor's The Women's Conference. Long Beach, CA: October 2007.
- Professional Skills Doctoral Workshop, University of Nebraska at Omaha: April 2002
- SPSS Training, Durham Science Center, Omaha, NE: November 1999
- Teaching Assistant and Staff Conference, Center for Faculty Development, University of Nebraska at Omaha. Omaha, NE: August 1999
- Presentation Skills Workshop, BBDO, New York, NY: October 1998
- Corporate Trainer Hiring Committee, BBDO, New York, NY: November 1997-April 1998
- Conversational Spanish, New School for Social Research, New York, NY: Fall 1997
- Negotiation Skills Workshop, BBDO, New York, NY: May 1997
- Writing a Screenplay, School of Visual Arts, New York, NY: Spring 1997
- The Integrated Portfolio, School of Visual Arts, New York, NY: Fall 1996
- Creative Writing Workshop—Finishing a Novel, New School for Social Research, New York, NY: Spring 1996
- Power Concepts, Polished Copy, School of Visual Arts, New York, NY: Fall 1995
- Office Organization from A-Z, Fred Pryor Seminar, New York, NY: February 1995
- Creative Writing Workshop—So You Want to Write a Novel, New School for Social Research, New York, NY: Spring 1995
- How to Handle Multiple Projects, American Marketing Association, New York, NY: October 1994
- Take the Fear Out of a Blank Piece of Paper, School of Visual Arts, New York, NY: Fall 1993