

# Paul N. Friga

[pnf@unc.edu](mailto:pnf@unc.edu) – [www.paulfriga.com](http://www.paulfriga.com) - 919-809-4520

*One Page Summary – details follow in subsequent pages*

**OVERVIEW** Clinical Assoc. Professor – Kenan-Flagler Business School at UNC - Chapel Hill.

- **Research**
  - Research interests: Strategy, knowledge flows, entrepreneurship, higher education, and decision making
  - 9 authored articles and 2 additional articles featuring my research in *The Chronicle of Higher Education*
  - 2 books - *The McKinsey Engagement* and *The McKinsey Mind* – McGraw-Hill (over 130K copies sold)
  - 5 articles in *Academy of Management Learning and Education*, *Entrepreneurship Theory and Practice*, *Frontiers of Entrepreneurial Research*, and *Research · Technology Management* (2)
  - 2 book chapters in *Entrepreneurial Learning: Conceptual Frameworks and Applications* and *The Handbook of Strategy Process Research* and chapter contributions in *Understanding Business Strategies*
  - Served on Board of Editors – *The Academy of Management Learning and Education Journal*
  - Presented at 43 academic and educational conferences (9 last year) plus 10 major Virtual Forums (2020)
- **Teaching experience:**
  - UNC: Campus-wide Chapman Undergraduate Teaching Award (including IAH Fellowship) and Ph.D. Award for Teaching Excellence; IU: Trustee Teaching Award and Innovative Teaching Award;
  - Strategic Management Society – Co-founder and Chair of the Strategy Teaching Community
  - UNC: Faculty Advisor in the UNC Global Immersion Electives Program – China, India and UAE
  - Strategy
    - UNC MBA Course - *Managing for Knowledge and Creativity*
    - UNC Undergraduate Program – *Strategic Management*
    - Duke - MBA Global Executive Program Facilitator *Strategy Course* with Blair Sheppard
    - IU MBA Program – *Developing Strategic Capabilities and Turnaround Management*
    - IU Kelley Direct (Online MBA) – *Strategic Competitive Analysis*
  - Consulting
    - UNC MBA, MAC, & Undergraduate Program – *Management Consulting Skills & Frameworks*
    - UNC Weekend & Evening MBA - facilitated group dynamics sessions and annual class
    - MBA@UNC (Online MBA) – Consulting Skills Weekend Immersion
    - IU MBA Program – *Management Consulting*; IU Undergraduate Program – *Consulting Skills*
    - McKinsey & PWC - created and taught courses on leadership and consulting
- **Executive Education and Consulting:**
  - UNC Special Advisor to the Provost for Online Education (led the creation of a campus-wide strategy)
  - Strategic planning – conducted strategic planning workshops and projects for over 50 clients and UNC
  - Director of Executive Education at the Kelley School of Business – Indiana University (2008)
  - Conduct strategy executive education sessions and workshops as well as select pro-bono projects
  - Deliver 1-day strategy sessions – The Institute for Mgmt Studies ([www.ims-online.com](http://www.ims-online.com)) and AACSB
- **Education:**
  - Ph.D. in Strategic Management – The University of North Carolina at Chapel Hill - 2003
  - Ph.D. Seminars (cross-university program) - Duke University – 1998-2001
  - MBA - The University of North Carolina at Chapel Hill - 1996 (Beta Gamma Sigma)
  - ESSEC University in Paris, France (MBA Exchange) – 1995
  - B.S. in Management and Accounting - Saint Francis University - 1988 (Magna Cum Laude)
- **Work experience:**
  - Co-founded a start-up Edtech Data Benchmarking Consortium with 49 universities and 41 employees
  - McKinsey & Co.- Associate Consultant - Pittsburgh, PA – 1996-1998
  - PricewaterhouseCoopers - Auditing and Consulting – Manager – Pittsburgh, PA – 1988-1994

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### *Detailed Curriculum Vitae*

#### RESEARCH

#### Publications

- Friga, Paul N. “Will Collegiate Athletics Survive? Should They?” in *The Chronicle of Higher Education* (2020).
- Carlson, Scott and Friga, Paul N. ““This Is an Existential Time for Higher Ed’: an Interview With Gordon Gee” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “Why Colleges Should Plan for an Exclusively Online Fall” in *The Chronicle of Higher Education* (2020).
- Friga, Paul N. “How To Address The Elephant In The Room: Academic Costs” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “How Congress Can Save Colleges” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “Under COVID-19, Budgets Like We’ve Never Seen Before” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “How to Steer Your Campus Through a Recession” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “The Hard Choices Presidents Will Have to Make” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “The Great Recession Was Bad for Higher Education. Coronavirus Could Be Worse.” in *The Chronicle of Higher Education* (2020)
- Friga, Paul N. “Scenario Planning for Coronavirus” in *InsideHigherEd* (2020)
- Weintraub, Jane, Quinonez, Rocio, Friga, Paul, Kowlowitz, Vicki, and Ciarrocca, Katharine. “Development of a Dental School Strategic Plan to Inform Interprofessional Education” *Journal of Dental Education* (2019)
- Research featured in article in *The Chronicle of Higher Education* – “What Does It Mean to Be An Efficient University?” - Alina Tugend (2019)
- Research featured in article in *The Chronicle of Higher Education* – “Top-Ranked Colleges Spend Their Money Differently From the Rest. Here’s How.” – Dan Bouman (2018).
- Friga, Paul N. “Educating Tomorrow’s Thought-Leaders: Distinguished Scholars Answer a Burning Question”; *Special Issue Strategy Teaching Publication* - Strategic Management Society – edited by Robert P. Wright and Kenneth G. Brown; (2014)
- Friga, Paul N. “From Theory to Action – The Story of One Strategy” in *The Handbook of Strategy Process Research* (2010).
- Friga, Paul N. *The McKinsey Engagement: A Powerful Toolkit for More Efficient and Effective Problem Solving* (2008), McGraw-Hill
- Friga, Paul N. (2008). “Entrepreneurial Knowledge Flows and New Venture Creation” in *Entrepreneurial Learning: Conceptual Frameworks and Applications*.
- Friga, Paul N. and Chapas, Richard B. (2008). “Make Better Business Decisions”, *Research-Technology Management* (July/August, 2008).
- Ireland, R. Duane, Hoskisson, Robert E., and Hitt, Michael A. (2006 and 2008), *Understanding Business Strategies*, Chapter Contributions – Strategy Tools
- Mitchell, Ron, Friga, Paul N. and Mitchell, Rob. “Untangling the intuition mess: Intuition as a construct in entrepreneurial research.” *Entrepreneurship, Theory and Practice*, November: 653-679 (2005)
- Edelman, L., Friga, P., Mishina, Y., and Yli-Renko, H. (2004). “Is What You See, What You Get? The Impact of Entrepreneurial Cognition and Resource Accumulation on New Venture Creation.” *Frontiers of Entrepreneurial Research*, Babson /Kauffman (2005)
- Friga, Paul N., Bettis, R.A., and Sullivan, R.S. (2003). “Changes in Graduate Management Education and New Business School Strategies for 21<sup>st</sup> Century.” *The Academy of Management Learning and Education*

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### *Detailed Curriculum Vitae*

- Armbrecht, F.R., Chapas, R., Chappelow, Cecil, C., Farris, G.F., Friga, P.N., Harz, C.A., McIlvaine, M.E., Postle, S.R., & Whitewell, G.E. (2001). "Knowledge Management in Research and Development" *Research Technology Management*, Vol.44 (4):28-48, July.
- Rasiel, Ethan M. and Friga, Paul N. (2001). *The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm*, McGraw Hill – translated in 9 languages & over 60K sold

### **Conferences/Presentations**

- Virtual Forums – created and led 8 Webcasts for the Chronicle of Higher Education and 2 Webcasts for NACUBO on strategies for higher education in COVID-19 Crisis (2020)
- Friga, Paul N. and Linc Butler (2019) "*Strategic HR: The Driver for Positive Change on Campus*" – CUPA HR - Denver, CO
- Friga, Paul N., Mark Coldren, and Jennifer Donnelly (2019) "*Repositioning HR as a Champion of Strategy and Units on Campus*" – CUPA HR - Denver, CO
- Friga, Paul N., and Brian Fairhurst (2019), "*Continuous Improvement: Becoming an efficient and effective university through Continuous Improvement*" – NACUBO Planning and Budget Forum – Pittsburgh, PA
- Friga, Paul N., Ken Kaiser, Andrew Mangels (2019) "*Working with Consultants: How to create win-win relationships to achieve more efficient and effective improvement outcomes.*" – EACUBO Baltimore, MD
- Friga, Paul N., Randy Gentzler, Randy Saba, Dwayne Pinkney, Scott Midkiff, (2019) – "*Looking Forward: How Moving IT to the Cloud Can be More Efficient and Effective (If You Do it Right)*" – EACUBO – Baltimore, MD
- Friga, Paul N. (2019) – "*Elusive Alignment: How to Get Universities to Align with Higher Level Strategies*" – SHEEO – Boston, MA
- Friga, Paul N., Kyle Clark, Matt Fajack, and Bryan Elmore (2019) – "*The Secrets of Our Success: Four of the Most Efficient Universities in the US Tell All*" – SACUBO – Orlando, Florida
- Friga, Paul N. and Wendy Andrews (2019) "*Ways to Improve Decision Making in Higher Education*" – UNC System Finance Conference – Greenville, NC
- Friga, Paul N., John Katzman, Mary Knight, and Ted Mitchell (2019) – "*The Digital Transformation of Higher Education*" – South by Southwest – Education – Austin, Texas
- Friga, Paul N. and Michael Gower (2018) – "*Good Strategy Requires Good Data*" – EACUBO – Buffalo, NY
- Friga, Paul N., Ann Sherman, and Catharine DeRubeis (2018) – "*Making Strategic Decisions Related to Decentralized HR on Your Campus*" – CUPA – Indianapolis, Indiana
- Friga, Paul N., Haven Ladd, Augie Maurelli, and Jamie Moffitt (2018) – "*Opening the Black Box of Decentralized Spend in Universities*" – NACUBO – Long, Beach California
- Friga, Paul N., and Bryan Elmore (2018) – "*Developing a Strategy for Administrative Spend in Your University- Data Can Help!*" – NACUBO Planning/Budget Forum – Louisville, KY
- Friga, Paul N., Nathalie Laporte, Robert Knight, and Bill Dillon (2018) - "*The Future of Benchmarking in Canada and the United States*" – CAUBO - Vancouver, BC
- Friga, Paul N., Mike McKee and Kelli Shomaker (2018) – "*Strategic Budgeting in the Trenches: The Tangible Value of Modern Processes, New Technology, and the Right Data*" – SACUBO – Ft. Worth, Texas
- Friga, Paul N., Steve Beisser, Michael Phillips, Brian Smith and Matthew Smith (2017) – "*The Time is Right for Higher Education to Embrace Benchmarking*" – NACUBO - Minneapolis, Minnesota

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- Friga, Paul N. and Coff, Russ (2014) – “*Alternative Takes on Teaching Strategy*” – Strategic Management Society – Madrid, Spain.
- Friga, Paul N. (2013) – “*Experiential Learning: The Wave of the Future*” – OBTS – Teaching Society for Management Educators Annual Conference – Asheville, NC
- Friga, Paul N. et al. (2011 and 2013) – designed and led “*Global Webinar on Project Based Learning*”
- Friga, Paul N. et al. (2013) – “*Designing & Delivering MBA Action Learning Projects*” – Strategic Management Society – Atlanta, Georgia
- Friga, Paul N. et al. (2013) – “*Strategic Dynamics: Beyond Practice in Fostering Impactful Learning and Teaching in Strategic Action*” – Strategic Management Society – Atlanta, Georgia
- Friga, Paul N. (2011 - Present) – “*Curriculum Development for Experiential Learning*” – AACSB – Tampa, FL.
- Friga, Paul N. (2010, 2011, 2012, 2013) – Invited participant in LEPE – *Leaders of Experiential Project-based Education* – Harvard, MIT, UNC, and OSU
- Friga, Paul N., and Coff, Russ (2012) – “*Lights, Camera, Strategy*” – SMS - Prague
- Friga, Paul N. (2011) – “*Global Experiential Learning*” – Showcase Session – SMS
- Friga, Paul N. (2009) – “*Consulting Tools and Curriculum for Academic Real World Projects*” – The Academy of Management, Chicago, Illinois
- Friga, Paul N. (2009) – “*Real World Projects: Why They are Better Than Case Studies*” – Strategic Management Society in Washington, D.C.
- Friga, Paul N. (2009) – “*Learning from Practice: Opening the Black Box of Consulting Engagements*” – Strategic Management Society in Washington, D.C.
- Friga, Paul N. (2008) – “*Experiential Learning Methodologies*” – Strategic Management Society in Cologne, Germany
- Friga, Paul N. and Semadani, Matt (2004) – “*The Arbiter Role in Knowledge Arbitrage – Understanding How Professionals Decide What Knowledge to Transfer*” – presented at the Strategic Management Society Annual Conference in San Juan, Puerto Rico.
- Edelman, Friga, Mishina, and Yli-Renko (2004) – “*Is What You See, What You Get? The Impact of Entrepreneurial Cognition and Resource Accumulation on New Venture Creation*” – presented at the Babson College-Kauffman Foundation Entrepreneurship Research Conference in Glasgow, Scotland
- Friga, Paul N. (2003) – “*Personalization versus Codification Knowledge Transfer Strategies*” – presented at the Strategic Management Society Annual Conference in Baltimore, Maryland
- Friga, Paul N. (2002) – “*Entrepreneurial Knowledge Flows and New Venture Creation*” – accepted at the Southern Management Association Annual Conference in Atlanta, GA – recognized as outstanding paper written by Ph.D. Student in Entrepreneurship/Ethics Track
- Semadani, Matthew and Friga, Paul N. (2002) – “*Knowledge Arbitrage by Management Consulting Firms*” – An Arbiter/Arbitrageur Perspective” – presented at the Strategic Management Society Annual Conference in Paris, France
- Friga, Paul N. (2001). “*Making the Rubber Hit the Road – An Empirical Test of Knowledge Management Strategies Using Simulation*” - presented at the Strategic Management Society Annual Conference in San Francisco, CA.
- Friga, Paul N., Bettis, R.A., & Sullivan, R.S (2001). “*Entering Uncharted Territory – The Future of Management Education and the Role of Business Schools*” - presented at the Academy of Management Annual Conference in Washington, D.C.

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### ***Detailed Curriculum Vitae***

- Friga, Paul N. (2001). *“Implementing the McKinsey Way – A Model for Management Consulting”* - presented at the Academy of Management Annual Conference (Advanced Management Consulting Professional Development Workshop) in Wash., D.C.
- Friga, Paul N. (2001). *“An Empirical Investigation of Entrepreneurial Knowledge Flows in New Venture Creation”* presented at the Babson College-Kauffman Foundation Entrepreneurship Research Conference in Jonkoping, Sweden
- Friga, Paul N. and Sullivan, R.S (2000). *“The Evolution of Dinosaurs –The Study of Impending Industry Upheaval in Management Education”* presented at the Strategic Management Society Annual Conference in Vancouver, Canada
- Friga, Paul N. (2000). *“Knowing What We Know – Codification Strategies in Knowledge Management Processes”* presented at the CASOS Conference (Computational Analysis of Social and Organizational Systems) in Pittsburgh, Pennsylvania
- Friga, Paul N. (2000). *“Time for Change? Strategic Options for Management Education in the 21<sup>st</sup> Century”* developed and presented an All-Academy Symposium (included the President of the University of Phoenix and the Founder and CEO of Quisic) at the Academy of Management Annual Conference in Toronto, Canada
- Friga, Paul N. and O’Neill, H.M. (1999). *“Organizational Inertia and Strategic Change - The Physics of Management”* presented at the Strategic Management Society Annual Conference in Berlin, Germany
- Friga, Paul N., O’Neill, H., and Bateman, T. (1999). *“Entrepreneurial networks - A cross-country comparison”* presented at the Babson College-Kauffman Foundation Entrepreneurship Research Conference in Columbia, South Carolina

### **TEACHING**

#### **The University of North Carolina at Chapel Hill - Kenan-Flagler Business School**

- Consulting Skills and Frameworks (2008-present) – Full Time MBAs, Online MBAs & UGs
- Director of S.T.A.R. (Student Teams Achieving Results) (2009-2017) and GBP (Global Business Project) (2014-2017) – MBAs and Undergraduates – approximately 33 consulting projects per year as a class
- Managing for Knowledge and Creativity (co-instructor) – course for MBA students (2001)
- Strategic Management Course – capstone course for Undergraduate Seniors (2000)
- Group Dynamics Facilitator – Weekend and Evening MBA Program (4 evening sessions)

#### **Kelley School of Business – Indiana University**

- Management Consulting – elective MBA and Undergraduate program (2002 – 2007)
- Developing Strategic Capabilities – elective MBA program (2002 - 2007)
- Turnaround Management – elective MBA program (2005)
- Strategic Thinking and Planning – core MBA in Accounting Program (2006 and 2007)

#### **The Duke MBA – Global Executive**

Strategic Management Course – facilitator for Blair Sheppard; 2-week residency in South America and 11 weeks of Internet Based Instruction (Summer/Fall 2000); assisted with content creation, course material, delivery and grading

#### **PricewaterhouseCoopers**

8 month tour of duty in international training division - designed and taught course on the management consulting process to over 400 new consultants

**McKinsey & Company** - Assisted in delivery of Basic Consulting Readiness courses

**Pennsylvania Institute of CPAs** – Created a course on financial ratios for over 200 CPAs

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- SERVICE**
- AACSB - Business Practices Council (BPC) - (2019–present)**
  - Durham Academy Board of Trustee’s Communications and Marketing Committee (2019–present)**
  - UNC - Strategic Planning Projects** for 13 major units/schools on campus plus the College of Arts & Sciences and all 40 units/departments (2012-present)
  - UNC – Special Advisor to the Provost for Online Education (2017-2018)**
  - Saint Francis University – Board of Trustees Member (2014-2018)**
  - UNC - Executive Board of Directors Rams Club - Educational Foundation (2015-present)**
  - UNC – Faculty Council (2011, 2012, 2013) and Faculty Athletics Committee (2014 – 2015)**
  - Strategic Management Society – Co-Founder and Chair** of the Teaching Community and member of Task Force investigating Strategy Certification
  - Academy of Management – Professional Development Workshop Track Leader – The Management Consulting Division – 2010-2011**
  - Director of the UG Consulting Area of Emphasis –UNC;** Developed and run programs designed to train students for careers in consulting: 2008-present
  - UNC KFBS CIBER Advisory Board and UNC Undergraduate Symposium Board**
  - Director of the MBA Consulting Academy and Undergraduate Consulting Workshop – IU** Developed and ran programs designed to train students for careers in consulting: 2002 - 2007
  - Board of Editors – Academy of Management Learning and Education - 2006 - 2009**
  - Volunteer Undergraduate Research Mentor -** Awarded Outstanding Undergraduate Mentor
  - Consortium Chair -** New Doctoral Student Consortium – Academy of Management, 2000
- EDUCATION**
- The University of North Carolina - Chapel Hill, NC**
  - KENAN-FLAGLER BUSINESS SCHOOL, Ph.D.- Strategic Mgmt., 2003**
    - Awarded scholarship and stipend fully covering tuition and fees
    - Research assistant, undergraduate and graduate tutor, and MBA consulting club advisor
    - Appointed to Board of Advisors for MBA Program - Consulting Concentration
    - Recognized for excellence in teaching (one Ph.D. student selected each year) – 2000/2001
  - Duke University - Durham, NC**
  - FUQUA SCHOOL OF BUSINESS, Ph.D. Program (selected coursework), 1998-2000**
    - Ph.D. seminar on Organizational Theory and Design - Richard Burton
    - Ph.D. seminar on Decision Behavior - John Payne
    - Ph.D. seminar on Computational Organization Theory – Richard Burton

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#### **The University of North Carolina** - Chapel Hill, NC

KENAN-FLAGLER BUSINESS SCHOOL, Master of Business Administration, May 1996

- Graduated with *Beta Gamma Sigma* Honors (top 20 percent of class)
- Two first place and one second place finish in inter-business school case competitions

#### **Ecole Superieure Des Sciences Economiques et Commerciales “ESSEC”** - Paris, France

International Business Exchange Program, Fall 1995

- Studied Global Strategy, Marketing, Advertising, Economics, French and Decision-making

#### **Saint Francis University** - Loretto, PA, May 1988

- Bachelor of Science with two majors (Honors Program) - Management and Accounting
- Awarded Presidential Scholarship fully covering tuition and fees
- Graduated with *Magna Cum Laude* Distinction (GPA 3.8)
- Rhodes Scholarship Nominee, National Honor Program, NCAA Football, SGA President

#### **EXPERIENCE Academic Benchmarking Consortium** – Chapel Hill, NC, 2014-present – [abc-insights.com](http://abc-insights.com) *Chief Strategy Officer and Co-Founder*

- Edtech start-up dedicated to improving decision-making in higher education by providing reliable benchmarking data
- 2019 results; 42 universities joined, 30 employees and ~\$3M in recurring revenue

#### **Back for Life - the International Massage Network** - Pittsburgh, PA, 1998-2005

*President and CEO*

- Founded Pittsburgh’s largest professional massage therapy company
- Company completed seven years of successful operations (four years were profitable)

#### **McKinsey & Company** - Pittsburgh, PA. 1996-1998

*Associate Consultant - Strategic Management Consulting*

- Projects included international business plans, acquisition reviews, and strategic marketing
- Participated in intensive training programs on case analysis, interpersonal skills and presentations
- Selected to serve as faculty member in international training programs for new consultants

#### **Price Waterhouse (now PricewaterhouseCoopers)** - Pittsburgh, PA., 1988-1994

*Manager - Management Consulting*

- Performed litigation, bankruptcy and financial consulting services to over 15 companies in 9 industries – received overall exceptional rating in 1994
- Selected to participate in 8 month tour of duty in National Consulting Continuing Education Department; developed, controlled and taught introductory consulting courses (\$10 million budget)
- Earned Certified Public Accountant and Certified Management Accountant designations