

# LEN MIDDLETON

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## **ROSS SCHOOL OF BUSINESS at the UNIVERSITY OF MICHIGAN** Ann Arbor, Michigan Faculty Member, Strategy and Entrepreneurial Studies (1999-Present)

- Revamped MAP teaching decks for a new book on the subject
- Developed a new integrated series of entrepreneurship teaching modules including a new electronic game called, Property Hunt for the NFL Real Estate Workshop, and the Kresge Scavenger Hunt library interaction
- Directing the FDA process for an ovarian cancer solution
- Medical School Entrepreneurship and Innovation program
- Co-Director of the NFL Business Academy
- Director of the NFL Real Estate Workshop
- Interviewed on CBS Sunday Morning program on the courses created for student-athletes
- Created an International MAP corporate program for a Chinese company
- Member of the University President's China Advisory Group and Subcommittee
- Member of the International Committee
- Develop and teach courses in entrepreneurship, family business and international projects to undergraduate, graduate and executive-level business school students
- Direct international graduate and executive project teams
- Sponsor development and management of project relationships with Fortune 500 companies, world-class non-profit organizations, and incubators in China, Ireland and Israel
- Manage high net-worth donors and foundations to secure project funding
- Led the entrepreneurship portion of the MBA Essentials and Entrepreneurship program for 50 faculty members and doctoral students
- Setup a partnership with Chinese company Shui On. This partnership includes executive education courses, an annual leadership conference in Shanghai, and the first China-wide business plan competition
- Facilitate outreach to State of Michigan by offering seminars and providing counsel to help improve the state's current economic situation
- Work with local and national venture capital firms to develop partnerships and utilize resources
- Co-founded annual Private Equity Conference at the University of Michigan
- Board member of the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies
- Involved in the creation of a new entrepreneurship academy in Shanghai, China that will provide courses, mentoring, and programs throughout China
- Wrote initial strategic plan for Ryan Academy which worked with second-stage companies in Dublin, Ireland
- Participated in the development of the VentureStart I, II, and III programs for Shannon Development / Enterprise Ireland

## Co-Director of Global MBA Projects (2000-2006)

- Responsible for directing 46 international MBA project teams (200+ students)
- Sponsor development and management of project relationships with Fortune 500 companies, world-class non-profit organizations, and incubators in Ireland and Israel
- Develop and direct 20 academic faculty members and support staff

- Manage the program budget
- Fundraise with individuals and foundations to cover project expenses
- Provide program pedagogy and teaching sessions for faculty and students
- Travel: 10+ countries per year

#### President's China Strategy Group (2009-2014)

- Creation of a China strategy for the University of Michigan

#### Provost Taskforce - Engaged Education and Digital Learning (2013-2015)

- Develop a strategy for the University of Michigan

### ***Courses Taught***

#### **Undergraduate BBA**

- Introduction to Entrepreneurship: An introduction course for non-business students interested in taking an entrepreneurship course.
- Entrepreneurial Management: Team-based course in which students develop and research an idea, do a feasibility analysis, and write a complete business plan.
- Personal Playbook: A course to help draft potential athletes prepare for a professional sports career.
- Personal Finance: This is an introductory course intended to provide students with a foundation for managing one's money to achieve personal economic satisfaction.

#### **Graduate MBA**

- Global Projects – Entrepreneurial Field Study Projects: Second-year graduate course in which teams of students do projects for entrepreneurial start-up companies in China, Ireland, Israel, non-profit organizations, and Fortune 500 corporations. The projects include a variety of areas such as strategic plans, business plans, marketing plans, fundraising plans, market entry strategies, and acquisition evaluation.
- Continuing a Legacy - Leading a Family Business: Explores the strategic, operating, financial, family and career issues found in family-owned and managed companies or privately held firms.
- Strategies for Management Consulting: Students gain knowledge of the methodologies used in the consulting process, and develop the skills that are essential to becoming a manager or partner.
- IMAP – International Field Study Projects: Students apply their knowledge and business skills to evaluate an international business issue facing the sponsor and provide potential solutions.

#### **Executive MBA**

- Executive MBA MAP – Field Study Projects: This course provides an opportunity for teams of Executive MBA students to work with worldwide organizations to identify important organizational issues, engage in data collection and analysis, and recommend insightful solutions.
- Executive MBA – Entrepreneurial Ventures: A elective course focusing on all aspects of the entrepreneurial process.

#### **Weekend MBA**

- Weekend MAP – Field Study Projects: The weekend MAP program is similar in format to the Executive MBA MAP course.

### **Executive Education (Ann Arbor and Hong Kong)**

- NFL Business Academy Program: Co-director of an entrepreneurship program for athletes.
- International Corporate MAP Program: Created an international MAP course for a large Chinese company.
- Entrepreneurial Edge: Innovation Process: Explores the entrepreneurial mindset to begin the process of identifying and assessing opportunities, and building an environment where change and innovation is accepted.
- Entrepreneurial Edge: Business Planning for Managers and Entrepreneurs: Participants learn how to develop a full business plan with financial models for either a new product or service within an existing business, or for an entirely new venture.
- Family Business Executive Program: Explores the strategic, operating, financial, family and career issues found in family-owned and managed companies or privately held firms with an emphasis on executive and owner-level participants.
- MBA Essentials and Entrepreneurship: This program will provide participants with the frameworks, concepts and tools necessary to commercialize their ideas.

### ***Primary International Partnerships***

#### Enterprise Ireland (Entrepreneurial Incubator Program at the National Government Level)

- Worked with over 30 companies at various stages of development to write business plans, marketing plans, and US market entry strategies.
- Co-developed a plan for the VentureStart II and III programs.
- Develop a plan for a High Potential Start Up program
- Researched alternative energy in Ireland.

#### Ryan Academy – Dublin, Ireland

- Wrote the first strategic plan for the organization.
- Speaker at Ernst & Young entrepreneurship awards event.

#### Israel Incubator System, Office of the Chief Scientist - Israel

- Worked with over 100 companies at various stages of development on the entire range of business planning from idea generation and writing business plans to advanced growth and market entry strategies.
- Wrote business plan for Beersheba biotech incubator.
- Analyzed processes and made recommendations on how to improve efficiency and effectiveness of incubators.

#### Shanghai Entrepreneurship Academy – Shanghai, China

- In the process of developing a full-scale proposal to establish the goals and mission of the academy which will include programs designed to educate future entrepreneurs in China.

#### Royal Jordanian Government – Amman, Jordan

- Created the plan for the Center for Entrepreneurial Development which is Jordan's small business administration office.
- Proposed the plan for the King Hussein Peace and Leadership Center which provides leadership training for public and private sector executives and managers.
- Wrote turnaround strategy for the King Hussein Foundation's micro-credit and handicraft cooperatives.

#### Intel Corporation – Hong Kong, China

- Created a new approach for how Intel adopts technology worldwide.
- Wrote strategic marketing plan for Intel Asia.

## Applied Materials – San Francisco, California

- Develop strategy for renewable energy business

## **BOARD/ADVISORY POSITIONS**

- Ecolix, Ann Arbor, Michigan
- TIA, Ann Arbor, Michigan
- Consol CGO; Pittsburgh, Pennsylvania
- International Child Care, Ann Arobr, Michigan and Port-au-Price, Haiti
- Salokaya Nursing School; Delhi, India
- RKA, Romulus, Michigan
- Iheed, Dublin, Ireland
- Sports Tech Ireland, Limerick, Ireland

## **AUTHORED WORKS**

### ***Articles:***

- Linking Strategy and Performance Management in a Continuously Changing World (in-progress)
- How to Teach Entrepreneurship – A New Model
- Family Business Venture Office
- "STRATEGY: Past, Present, & Future"
- "Revolutionizing the Biotech Incubation Model"
- "Action-Based Entrepreneurial Learning"

### ***Case Studies:***

#### Entrepreneurship:

- Space Companies – Business Model
- The Tanaka Consulting Company
- Golden Motors
- Campus Reports
- The Great Catalog Company
- Ventura Beach Cafe
- How to Buy a Company
- VentureStart 3 – Growing the Entrepreneurial Organization

#### Family Business:

- Shafer Wines with video
- White Castle
- Asian Family Business Harmony

#### Corporate:

- Intel Corporation with Professor Tom Kinnear
- Hawaiian Guava & Coffee Company: Entering a Foreign Culture
- Berkshire Hathaway
- Overview of the Consulting Process

#### Non-Profit:

- Landmine Survivor Network - Economic Opportunity Model
- Women for Women International – Sustainable Enterprise
- US Olympic Committee - Non-Profit Scorecard
- Evaluating a Non-Profit Business
- Branding and Marketing Non-Profits
- A Call to Action: Selecting and Managing a Non-Profit Board

**Programs:**

Entrepreneurship:

- VentureStart 1 – Understanding the Start
- VentureStart 2 – Business Plan Development
- VentureStart 3 – Growing the Entrepreneurial Organization
- VentureStart 4 – Going for Growth

*\*\*\*Ireland renamed the EnterpriseStart 1-4*

**Books:**

- New Book Project (2021 in-progress)
- *Linking Strategy and Performance Management in a Continuously Changing World*
- *How to Teach Entrepreneurship – A New Model*
- *The Wishbone Factor: A Strategy for Achieving Short-Term Success and Long-Term Dominance*
- *Creating Entrepreneurs, "Teaching Global Entrepreneurship Through Action-Based Learning"* (chapter)

**SELECTED PARTNER ORGANIZATIONS**

- Aravind Eye Hospital - 10+ Projects in Organizational and Strategic Development - India
- Carter Center – Strategic Plan for the International Women’s Leadership Program
- Landmine Survivor Network – 5+ projects in the Economic Integration of Landmine Survivors – Jordan, El Salvador, Bosnia, and Vietnam
- Habitat for Humanity – First International Strategic Plan and Country Development Studies – Tanzania, South Africa, El Salvador, and Hungary
- Rainforest Foundation – 2 Projects in Marketing and Strategic Planning – UK
- World Federation for Mental Health – Turnaround Strategy
- Rosalynn Carter Institute – 3 Projects in Marketing and Strategic Planning
- International Child Care – Strategic Plan for Children’s AIDS Hospital – Dominican Republic
- Carbon Disclosure – Organizational Development – London, England
- Borders Book Group – International Expansion – Mexico and Spain
- Eli Lilly – International Strategic Plans – Argentina, Brazil, and Central Europe
- Citicorp – International Strategic Plans – Dubai, Egypt, Saudi Arabia, and Turkey

**SELECTED SPEAKING ENGAGEMENTS**

- NFL Webinars (2016 to present)
- Global Entrepreneurship Symposium – The Hague – June 2019
- Hosmer Luncheon

- Disruption – March 2019
- Foreign Corrupt Practices Act – February 2013
- CEO Connect – February 2011
- China Entrepreneurship Innovation Conference – Keynote Speaker – November 2010
- US Association for Small Business Educators Conference – 2005, 2006
- European Business Incubation Centres – Entrepreneurship – June 2007
- Grand Rapids Angels – Celebrating Entrepreneurship – May 2008
- Industry Association Conference – Family Business – May 2008
- Hong Kong Young Presidents’ Organization – 2008
- Hong Kong Entrepreneurship Organization – 2009

**SPECIALTIES**

- Entrepreneurship – Business Planning and Second Stage Growth Development
- Family Business Strategy and Management
- Venture Capital and Private Equity
- Corporate and Non Profit Governance
- Strategic Business Planning and Execution
- International Market Entry Strategies

**ASSOCIATIONS**

- US Association of Small Business Educators
- Small Business Institute
- US Family Business Institute