

S. MICHELLE COX, PhD

Business: VATXconsulting.com
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DEGREES

Ph.D., Organizational Leadership, University of the Incarnate Word. Dissertation title:
“Diversity Programs: Learning and Effectiveness as Viewed through the Eyes of the Diverse”

Certificate in Adult Education, University of the Incarnate Word

M.B.A., University of Maryland Global Campus (formerly University of Maryland University College)

B.S., Business Administration, Virginia Commonwealth University

REGISTRATIONS & CERTIFICATIONS

2012-present, Change Management Certification, Prosci

2009-present, IT Infrastructure Library v. 3, IT Service Management Academy

2003-present, GE Black Belt-DMAIC Six Sigma, General Electric

2001-present, GE Green Belt-DMAIC Six Sigma, General Electric

2005-2014, Certified Anti-Money Laundering Specialist, The Association of Certified Anti-Money Laundering Specialists (Recertified 12/2011)

1986-2012, Series 7, 24, and 66, Financial Industry Regulatory Authority

1984-1993, Life, Health, and Annuity Licenses: Virginia, North Carolina, Maryland, and District of Columbia

PROFESSIONAL MEMBERSHIPS

2023 to Present, Floresville Chamber of Commerce

2012-2016, 2019-2025, Society for Human Resource Management

2019 to 2021, Bulverde Spring Branch Area Chamber of Commerce

2019 to 2020, San Antonio Human Resource Management Association

2012-2014, Doctoral Student Association, University of the Incarnate Word

2012-2014, Adult Higher Education Alliance

2012-2014, Association of Certified Anti-Money Laundering Specialists, Central Texas Chapter

2011-2012, American Association of University Women

2011-2013, Association of Change Management Professionals, Founding Membership

2005-2013, The Association of Certified Anti-Money Laundering Specialists

ACADEMIC EMPLOYMENT

Texas A&M University San Antonio, Adjunct Faculty (2018-present): Freshman Engagement Advisor (2019-2020); Society of Human Resource Management Advisor for Students competing in Academic Competitions (2022 to present)

COURSES TAUGHT

Undergraduate:

Quantitative Methods for Business	Business Statistics I & II	Jaguar Tracks III: Business
Principles of Management	Organization Theory and Human Behavior	
Performance Management	Supply Chain and Operations Management	
HRIS and Data Analytics	Business Communications	Business Principles
Diversity Management	Compensation and Benefits Management	
Project Management	Labor Relations & Collective Bargaining	

Graduate:

Managerial Business Statistics

Certification Preparation Class:

Human Resource Professionals taking SHRM and HRCI exams

Capella University, Part Time Doctoral Faculty (2025-Present)

COURSE TAUGHT: Strategic Management

Northwest Vista College, Continuing Education Adjunct Professor (2013-2025): Built new content based on specific customer needs, or present published content.

COURSES TAUGHT

Process Mapping	Getting Past No: Negotiating	Communicating with Impact
Motivating Others	Accelerating Business Decisions	Delegating with Purpose
Business Ethics	Emotional Intelligence	Coaching and Mentoring
Critical Thinking	Beginning Business Writing	Intermediate Business Writing
Presentation Skills	Public Speaking	Driving Change
Conflict Resolution	Lean Manufacturing	Employee Motivation
Lean 5S	Lean Six Sigma Green Belt	Negotiation Skills
Supervising Others	Communication Strategies	Teamwork and Team Building
Conflict Management	Generations in the Workplace	Engaging and Retaining Talent
Presentation Skills for Technical Professionals		Communication and Listening
Delivering Constructive Criticism and Feedback		Train the Trainer
Resume Writing and Interviewing Techniques		Workflow Analysis
Taking Charge of Your Development		Delegating Effectively
Developing Yourself and Others		Performance Discussions
Stakeholder Management		Communication Management
Workplace Diversity	Personal Productivity	Principles of Ergonomics
Creativity and Intrapreneurship		
Project Management Customized for the City of San Antonio Public Works Division		
Agile Project Management Customized for the City of San Antonio Public Works Division		

Innovation Academy for City of San Antonio: Built and delivered half of the curriculum
 Key Performance Indicators (KPI) and Balanced Scorecard Development
 Building Presentations, for Leadership/Sponsors, that Include Statistical Analysis
 Introductory Analytics using Minitab
 Large Dataset Manipulation using Minitab
 Intermediate Analytics using Minitab
 Statistical Modeling using Minitab
 User Centered Design: Observation Techniques, Feedback, and Communication
 User Centered Design: Proof of Concept and Empathy Mapping

University of the Incarnate Word, Adjunct Professor (2007-2022); **Curriculum Committee** (2012-2014); **Online Dean Search Committee** (2014); and **BSBA Quality Improvement Project** (2015-2016): Undergraduate and graduate courses. Face-to-face, online and blended format. Proficient in online formats that include IZIO, Blackboard, Zoom, and Wimba. Developed a Lean Six Sigma curriculum and certification program. Wrote shared course syllabi and outlines for Project Management Track of BSBA and updated the entire BSBA in management core and subspecialties. Received recognition from multiple students as part of the Senior Campaigns in 2012-2014.

COURSES TAUGHT

Undergraduate:

Performance Management	Management	Organizational Change
Organizational Development	Business Statistics	Financial Management
Leadership in Organizations	Team Building	Organizational Learning
Total Quality Management/Six Sigma	Work Design	Organizational Behavior
Human Resource Management	Management Science	
Systems and Quality Management	Capstone/Business Policy and Strategy/Entrepreneurship	
Business Ethics	Capstone for Organization Development	
Communication in Organizations		

Graduate:

Foundations of Organizational Development	Quantitative Methods in Business
Organizational Development Interventions and Practices	Adult Learning and Development
Delivering Customer Value (Supply Chain)	Strategy and Policy
Organizational Behavior and Learning	Strategic Human Resources
Leading Organizations and Human Resources	Management of Information Systems
Capstone: Cases in Problem Management	Human Resources Management
Global Strategy and Policy Regulation	Applied Data Analytics
Outcomes: Measures and Metrics in Human Resources	
Strategic Marketing, Communications, and Research	

Doctoral:

Business Operations and Process Improvement

Claremont Lincoln University, Teaching Faculty (2020-2021):

COURSES TAUGHT

Graduate: Human Resource Analytics Workplace Diversity and Inclusion

Webster University, Adjunct Associate Professor (2013-2019): Face to face.

COURSES TAUGHT

Graduate:

Applied Business Statistics Introduction to Project Management
Advances in Project Management Operations and Project Management.

The University of Texas at San Antonio, Contract Professor (2015-2016): Presented training for corporate clients as a substitute.

COURSES TAUGHT

Introduction to Project Management

CORPORATE TRAINER EXPERIENCE

Luv To Learn, Inc., Instructor (2016-2019) Taught:

Lean Six Sigma Yellow Belt Lean Six Sigma Green Belt Lean Six Sigma Black Belt
Introduction to SPSS Introductory Statistics Analyzing Quality with Minitab
Data Management and Manipulation with SPSS
Advanced Statistical Analysis with SPSS
Introduction to Statistics with Minitab
Introduction to Statistical Analysis using SPSS

Genesis Institute, Instructor (1999-2004) Taught Compliance (Preventing Sexual Harassment and Hostile Work Environment; Sarbanes Oxley), Diversity, Green Belt, and Black Belt classes for employees of General Electric and strategic partners.

The Life Underwriter Training Council and the National Association of Life Underwriters, Moderator (1992-1994) Taught classes for certificates from the associations.

PROFESSIONAL EXPERIENCE

VATX Consulting, President (2019-present). Provide the following services:

Corporate training; Lean Six Sigma; Design for Six Sigma; Process Mapping; Procedure Writing; Survey Creation and Delivery; Project Management using Waterfall, Hybrid, and Agile Methodologies; Program Management; Statistical Analysis; Root Cause Analysis; Leadership Coaching on Supervision and Developing Employees; Assessment of New Labor Challenges; Coaching on Lean Six Sigma and Project Management; Change Management Design and Executions; Communication Management Design and Delivery; Data Analytics; Strategic Planning; Business Operations; Call Center Management; Risk Analysis; Building of Balanced Scorecards, Key Risk Indicators, and Key Performance Indicators; Facilitation of Teambuilding Sessions; Diversity, Equity, and Inclusion; Anti-Harassment and Anti-Bullying; and Facilitation of Leadership Sessions.

Clients' businesses are in the following industries: Manufacturing, Financial Services, Construction, Hospitality, Information Technology, Professional Services, Oil & Gas, Wind Energy, Solar Energy, Social Work, Chamber of Commerce, Local Government, Non-Profits, and Education

Aventine Hill Partners Inc., Senior Consultant (2012-2019). Developed the department that consulted on: Lean Six Sigma (Curriculum development and projects), Design for Six Sigma (Curriculum development and projects), Business Operations, Change Management, Project Management, Program Management, Teambuilding, Organization Development, Strategic Planning, Communications, Regulatory Compliance, IT Helpdesk Processes, Employee Engagement, Productivity, Capacity Management, Rewards and Recognition, Benefits, Compensation, Hiring of Key Employees, Open Enrollment, Recruiting, and Human Resource Management. Teach classes in Lean Six Sigma: Green Belt, Black Belt and DMADOV. Awarded “Outstanding Performance Recognition” 1st Quarter, 2014. Awarded “Uncompromising Quality and Exceptional Service Recognition” 4th Quarter, 2016.

United Methodist Church Southwest Texas Conference, Facilitator (2014). Co-facilitated strategic planning for integration of two divisions of the United Methodist Church in Texas.

San Antonio Masonry and Supply, Facilitator (2013). Facilitated strategic planning offsite.

USAA; USAA Financial Advisors, Inc.; USAA Investment Management Company (2005-2012). Director of Operational Excellence, Senior Business Architect, and Compliance Director. Led a team of 12 process engineers and change management advisors to execute strategic and tactical plans for: Legal, Human Resource, Compliance (including Reward, Recognition and Compensation), CFO, Risk, Audit, IT, Fraud/AML, Marketing, and Member Experience. On the team that built and facilitated strategic planning for executive management team to be presented to the board for multiple years.

Meta-Bridge Consultants, Consultant (2004-2005) Consultant to Capital One on Fair Credit Reporting Act (FCRA) Project. Built a strategic project plan to meet the FCRA requirements as they integrated new acquisitions into the company.

GE Financial Assurance/Genworth Financial, Customer Process Integration Leader, Black Belt/Master Black Belt, Compliance Officer (1999-2004). Led the integration of career agent’s compliance procedures after the purchase of multiple insurance and investment companies. Responded to regulator inquiries from state and federal agencies. Facilitated multiple strategic planning sessions. Facilitated multiple Work-Out sessions (This was a methodology utilized to quickly solve major challenges in large executions. Similar to Kaizen events). Worked on the Initial Public Offering of Genworth Financial. Acted as Principle for NASD (now FINRA). Built new programs, for the mortgage underwriting department, that was sold to other entities as service offerings. Managed Mystery Shopper program in conjunction with sales partners. Managed teams of compliance professionals, and operations staff.

State Corporation Commission, Commonwealth of Virginia, Senior Market Examiner (1995-1998). Participated in multi-state task forces for examination of companies potentially in violation of Virginia laws and regulations. Handled an average of over 100 investigations at a time. Wrote show cause letters, audit findings, and communications with legal and executive staff.

Connecticut Mutual Life Insurance Company; G.R. Phelps Investment Company (1993-1995)
Licensed Agent and Registered Representative.

Cowne and Weybright, Inc., Manager (1986-1993) Life and Health Department. Provided financial planning which included Insurance and Investments.

Mass Mutual Life Insurance Company (1985-1986) Licensed Agent and Registered Representative. Built benefit plans, including but not limited to: Key Man, Pension Plans, Health Insurance, 401 (k), Employee Stock Ownership, and Self-Funded plans.

Fidelity Union Life Insurance Company, Licensed Agent (1984-1985) Sold life, health, and annuity products.

SCHOLARLY and RESEARCH ACTIVITY

Presentations

- **Cox, S. M.** (2024, June). *Motivating Employees*. Presented at the Floresville Chamber of Commerce, in Floresville, Texas.
- **Cox, S. M.** (2018, August). *Data Analytics for Internal Auditors*. Presented at the Institute of Internal Auditors, in San Antonio, Texas.
- **Cox, S. M.** (2017, June). *Lean 6 σ* , Paper presented at the Credit Professionals International Conference in San Antonio, Texas.
- **Cox, S. M., & Tsai, K. C.** (2013, August). *Exploratory Examination Of Relationships Between Learning Styles And Learner Satisfaction In Different Course Delivery Types*, Paper presented at The Clute Institute 2013 International Academic Conference in Breckenridge, Colorado.
- **Cox, S. M.** (2013, March). *Perceptions Before and After Taking an Adult Education Class Focusing on Gender Issues*, Paper presented at the WEI International Academic Conference in Orlando, Florida.
- **Cox, S. M.** (2012, November). *Corporate Diversity Program Dissertation Proposal*, Paper presented at the Doctoral Student Research Symposium, San Antonio, Texas.
- **Cox, S. M.** (2012, November). *Diversity Programs: Helping or Hindering Civility in the Workplace* Paper presented at the 38th Annual Conference of the Association for Moral Education, San Antonio, Texas.
- **Cox, S. M., & Tsai, K. C.** (2012, October). *Visionary Leadership: Empowering Creativity in Business*. Paper presented at the Collaborative Educational Program for the Americas Leadership Conference, Corpus Christi, Texas.
- **Cox, S. M.** (2012, March). *Third culture kids: Unique perspective on diversity*. Paper presented at the International Conference on Cultural and Social Aspects of Research, San Antonio, Texas.

Publications

- **Cox, S. M.** (2017, Fall). Lean 6 sigma. *The Credit Professional*, Volume 30, pp. 13-17.
 - **Cox, S. M.** (2015). *Diversity Programs: Learning and Effectiveness as Viewed through the Eyes of the Diverse*
 - **Cox, S. M. & Tsai, K. C.**, (2013). Exploratory examination of relationships between learning styles and learner satisfaction in different course delivery types. *International Journal of Social Science Research*, 1(1), pp. 64-76.
 - **Tsai, K. C., & Cox, S. M.** (2012). Business students' beliefs about creativity. *Journal of Business Studies Quarterly*, 4(2), pp. 1-10.
 - **Kemp (maiden name), S. M.** (1982). *Michelle Kemp*. Academic testing and the consumer, pp. 113-114. Josey-Bass
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AWARDS & SERVICE

- Texas Regional Ethics Bowl Competition 2024 Judge
 - Texas Future Business Leaders of America, State Leadership Competition 2021 Judge for:
 - International Business Final Performance
 - Website Design Final Performance
 - Bulverde Area Humane Society, Strategic Planning, 2007, 2014
 - Bulverde Spring Branch Activity Center:
 - Facilitated Strategic Planning and Program Prioritization 2013, 2014, 2015, 2016, 2017, 2018
 - Interviewed and Analyzed participant responses for facility use 2015
 - Bulverde Food Pantry
 - Facilitated Strategic Planning and Program Prioritization 2016
 - Mapped current processes and procedures in Food Distribution Facility 2017
 - Pen Pal Program, USAA Community Service, 2005-2012
 - Distinguished Service Award, The LOMA Society of South-Central Texas, 2007-2009
 - Incarnate Word High School, Facilitated New Registration Process Improvement, 2007
 - Community Spirit Award, Adult Care Services, 2003
 - Education Chair, GE Women's Network 2003
 - Community Service Chair, GE Elfun, 2002-2004
 - WIM Quality Award: Contribution to Quality DNA Goal, GE Financial, 2002
 - The Everest Award: Compliance Management System, GE Financial, 2002
 - The Everest Award: Personal Financial Services, GE Financial, 2000
 - High School Mentor Program, GE Financial, 2000-2003
 - Commonwealth Girl Scout Council of Virginia, 1997-2003
 - President, Northern Piedmont Association of Life Underwriters, 1993-1994
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PROFESSIONAL DEVELOPMENT & NON-DEGREE EDUCATION

- ACUE: Effective Online Teaching Practices: 2023
- Title IX training for University of the Incarnate Word and Texas A&M San Antonio, 2020
- FERPA training for Webster University and Texas A&M San Antonio, 2018
- Workplace Harassment-Faculty, United Educators, 2011, 2014
- Bostrom Facilitation Train-the-Trainer, USAA 2011
- Lean Six Sigma Green Belt and Black Belt, Air Academy, 2007
- Certified Anti-Money Laundering Specialist, 2005
- Mortgage Insurance Insights, Genworth Financial, 2004
- Advanced Skills for Black Belts, GE Financial, 2003
- DMADOV, GE Financial 2002
- Foundations of Leadership, GE Financial, 2002
- Black Belt Certification Exam, GE Financial, 2001
- Minitab and Hypothesis Testing, GE Financial, 2001
- Management Skills for Leaders, GE Financial, 2001
- Process for Introduction and Enhancement (Product Design), GE Financial, 2000
- Compliance Training for Investment Advisory Services, National Regulatory Services, 1999
- DMAIC 1, 2, and 3, GE Capital Services, 1999
- Fellow, Life Management Institute, Life Office Management Association, 1998
- Health Insurance Associate, The Health Insurance Association of America, 1997
- Investigator Training, National Association of Insurance Commissioners, 1993
- Life Underwriter Training Council Fellow, The Life Underwriter Training Council and The National Association of Life Underwriters, 1991
- Diploma in Life Insurance Marketing, The Life Underwriter Training Council, 1991