

# Michael H. Darling

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## Education

Master of Business Administration, Concordia University (John Molson School of Business), Montreal, 1972

Bachelor of Commerce, Concordia University, Montreal, 1969

## University Career (Overlaps with Marketing & Management Career - See Below)

**Queen's School of Business, Queen's University** - Kingston, Ontario Jan. 2005 to present

### Program Director, Queen's Accelerated MBA for Business Graduates (AMBA)

Responsible for all facets of Queen's Accelerated MBA for Business Graduates program including program strategy, program design and management, faculty selection and student recruiting. The AMBA program, which has grown from 63 students in 2005 to 115 in 2016, allows students to complete their Queen's MBA in 12 months while they continue to work in cities across Canada and is comprised of a combination of on-campus and videoconference sessions. The director reports to the Associate Dean, MBA Programs, and is involved in ongoing communications and decision-making with current students, prospective students, alumni, faculty, coaching staff, the videoconference team and administrative personnel. Accountable for revenue generation and cost of program delivery.

### Continuing Adjunct Lecturer

Teaching strategy, international business and marketing courses in EMBA and AMBA programs. Averaged 4.2 (on 5 point scale) over 10 years on the attribute "*overall, the instructor is an effective teacher*".

Created original course material and constantly updated content for five courses. Designed frameworks and tools. Provided updated information to selected cases. Monitored events, trends, activities, industries and companies in a domestic and international context seeking examples of current, relevant issues for analysis and discussion purposes in these courses:

- Strategy III: Capstone Project Course (Accelerated MBA for Business Graduates)
- Global Business Environment (Executive MBA)
- Marketing Strategy II (MBA for Business Graduates, co-taught)
- Ethical Leadership and Decision Making (MBA for Business Graduates, co-taught)

**New York University, Leonard N. Stern School of Business** - New York City Jan. 1986 to Dec. 2004

Clinical Associate Professor

Sept. 1988 to Dec. 2004

Taught MBA and Executive MBA marketing and strategy courses. Frequently instructed courses were Marketing Concepts and Strategies (core), Brand Planning (second year MBA elective) and Integrative Strategy (EMBA). Maintained 6.1 evaluation (on 7 point scale) based on 120 courses on the attribute *“overall, I would recommend this instructor”*. Writing focused on business press and cases, notably Dell Computer and Barnes & Noble, two multi-disciplinary cases used for capstone strategy exercises in the Stern MBA and Executive MBA programs. Active on faculty of Stern’s Berkley Center for Entrepreneurship and Innovation. Awarded Citibank Excellence in Teaching Award and listed several times on Business Week’s outstanding faculty list in the Guide to the Best Business Schools. Led international EMBA study tours to Brazil, Switzerland and the U.K. for Global Strategy course.

Retired from full-time NYU/Stern teaching September 1, 2002 but continued teaching as Adjunct Professor in NYU-Stern EMBA programs until joining Queen’s in January 2005.

Director of Executive Development Programs

May 1996 to June 1998

In addition to teaching Executive MBA and full-time MBA courses, served as the founding director of the NYU-Stern Non-Degree Executive Development Program. Organized, staffed and managed this profit center and became instrumental in the hiring of a full-time associate dean in June, 1998. Revenues achieved by this start-up in the first two years totaled \$2.4 million.

Adjunct Associate Professor of Marketing

Jan. 1986 to Sept, 1988

Taught Marketing Concepts and Strategies, Advertising Management and Strategic Marketing Planning at MBA level.

**Other Teaching**

- **University of Toronto/Rotman School of Business** (executive MBA teaching, 2002-2004)
- **Columbia University, New York, Teacher’s College** (taught not-for-profit marketing to graduate classes in educational administration, summers: 1997-2002)
- **Pepperdine University, California** (taught marketing courses to EMBA classes, 1982-1985)
- **Graduate School of Business, Bolzano, Italy** (executive MBA teaching in pilot program)
- **York University, Toronto** (guest lecturer)
- **Manchester Business School, UK** (guest lecturer)
- **Michigan State University** (guest lecturer)

**Management and Marketing Career**

**Independent Strategy and Marketing Consultant**

Since 1983

Serviced and mentored clients in consumer packaged goods, services and technology companies. Designed strategic plans, facilitated strategic planning sessions, set up marketing departments, designed marketing plans, conducted international evaluations of marketing operations, established distribution structures and sales forces, directed advertising, promotion and public relations activities, designed and delivered executive training programs and served on management planning boards.

Clients included AT&T, Interep Marketing Group, Lever Best Foods, Nabisco, Philip Morris, Quake Technologies, Radio 2000, Saks Fifth Avenue, Seiko, Sony, Thomson Financial Services, Towers Perrin, TV Guide, UBS Paine Webber, Wachovia Bank, Vida International and several law firms.

**Max Factor & Co.** (acquired by **Procter & Gamble**) - Los Angeles, California Dec. 1981 to Aug. 1983

Executive Vice President, Worldwide Marketing

Directed marketing for all domestic and international operations.

Senior Vice President, Area Director, Pacific Rim

Responsible for general management supervision of several subsidiaries, including Canada, Australia and Hong Kong. Promoted to Executive Vice President, Worldwide Marketing.

**The Kellogg Company** – Canada, Europe & USA Sept. 1976 to Dec. 1981

Executive Vice President, Marketing & Sales, US Food Products Division (Battlecreek, Michigan)

Managed senior marketing and sales staff and \$200 million marketing budget. Total headcount under this responsibility was over 600. Introduced formal brand management structure.

Director of Marketing & Sales, British Isles (Manchester, England)

Directed all marketing and sales activities in this subsidiary (largest outside of US). Restructured marketing and sales organization. Established Kellogg Co. of Ireland (after 28 years in the hands of a licensee). Promoted to US.

Vice President of Marketing, Canada (Toronto)

Developed marketing department including establishment of brand management system. Directed all advertising and promotional activities for Canadian subsidiary. Promoted to British Isles.

**Leo Burnett, Co. Ltd., Canada** (acquired by **Publicis**) –Toronto Apr. 1974 to Sept. 1976

Vice President, Group Supervisor, Kellogg's

Managed Kellogg and Salada Foods advertising account for Canadian subsidiary of Leo Burnett. This led to a move to the client side with The Kellogg Company

Account Supervisor, Kellogg's and Salada Foods (Division of Kellogg's)

Instrumental in building Neo Citran to number one brand position in cold remedy market.

**Loblaw Companies** –Toronto Sept. 1972 to April 1974

Director of Marketing & Merchandising, Tamblyn/Supersave Drug Store Division

Directed all advertising, promotional, buying and merchandising activities for national Canadian chain of 150 drug stores.

**Schering Plough Corporation, Canada** (acquired by **Merck**) - Montreal

Nov. 1968 to Sept. 1972

Manager, Product Planning, Over-the-Counter Products

Brand management of Schering's over-the-counter pharmaceutical products (Coricidin, Chlor-Tripolon, Tinactin) in Canada.

Manager, Marketing Research

Created marketing research department. Established marketing information system and procured wide range of ad hoc and syndicated services. Promoted to brand management.

**Gillette of Canada, Limited** (acquired by **Procter & Gamble**) – Montreal

Mar. 1963 to Nov. 1968

Began marketing career in marketing research, advancing through three promotions to Supervisor of Marketing Research position.

**Other Items of Interest**

Completed reserve officer training program in Royal Canadian Air Force

Entrepreneurial experience as co-founder/owner of a successful sailboat dealership in Marina del Rey, California

Created and successfully marketed an environmental education game

Active involvement in annual Graduate Management Admissions Council Leadership Conferences (GMAC), 2005-2016

Extensive travel (business and/or personal) to 30 countries in Asia, Australasia, Caribbean, Europe, North and South America