

**Robert H. Campbell**  
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### **CAREER SUMMARY**

Accomplished Northwestern MBA senior executive. Skilled leader—especially in troubled companies—with extensive, multi-industry, C-level experience in strategic planning, financial/credit re-structuring, cash management with debt elimination, profit improvement, sales acceleration, operating efficiency, mergers, acquisitions, company sales, negotiations, contracts, and high-performance team creation. Now, a teacher at two major Universities.

Experienced as **Chief Financial Officer, Chief Operating Officer, and Board Member** in the following industries: **Banking, Insurance, Software Development/Internet Marketing, Healthcare/Biotech, Retail Food Manufacturing and Distribution, Civil Engineering, Residential Construction and Land Development, and Executive Management Consulting** in companies ranging from start-ups to multi-million dollar/multi-national corporations. Trusted advisor to private company owners and accelerator of owners' wealth.

### **PERSONAL QUALIFICATIONS**

- Leadership
- Turn-around Specialist
- Sales and Profit Improvement
- Strategic Planning
- Organizational Development
- Financial Planning and Budgeting
- Cost/Benefit Analysis; Cost Accounting
- Productivity Improvement
- Quality Processes/Operating Efficiency
- Product or Service Development
- Debt-restructuring; Creative Financing
- Tax/IRS Negotiations

### **SIGNIFICANT ACHIEVEMENTS**

#### *Strategic Planning*

- Designed and implemented the restructuring and re-financing plan for restoring the profitability of a \$240 million San Diego company, culminating in record earnings and record stock appreciation.
- Created and managed the strategic plan for rebuilding a \$1.4 billion failed financial company into a nationally recognized, premier-performing business bank.
- Developed and implemented the wholesale and business-to-business marketing strategic plans for a successful venture-capital funded, Internet-based software development enterprise.

#### *Finance*

- Arranged multi-million-dollar, unsecured financing to save a 300+ employee, nationwide firm. Fiscal leadership increased company value 30%, amidst steady-to-declining stock market.
- Utilizing “zero-based” budgeting, reduced the \$15 million operating expenses of a San Diego corporation by \$1 million in one year, while simultaneously improving performance. Company value increased in one year more than any annual improvement in the company's 50+ year history.
- Created the entire financial operations for a \$1 billion California organization.
- Arranged \$20 million emergency financing, amidst severe credit difficulties, preventing IRS action.

#### *Quality*

- Former member of the Board of Directors of the California Council for Quality & Service (CCQS), California's equivalent to the national Malcolm Baldrige Quality Awards.
- Wrote the strategic plan for CCQS for expanding the usage of quality management in California business.
- Developed “sales and service cultures”, creating industry-leading measured quality.

#### *Leadership*

- Recruited, motivated, and led management teams during stressful mergers, acquisitions, IPOs, and capital-raising activities, turn-arounds, and high-growth situations.
- Graduate of the Leadership Development Program of the world-renowned Center for Creative Leadership in La Jolla, California.
- Faculty member, UCSD and University of Phoenix.
- Valedictorian, University of Kansas. Fifth in class, Northwestern MBA.

**PROFESSIONAL EXPERIENCE**

**University of CA San Diego Rady School of Management, Lecturer**, La Jolla, CA 9/2011-Current  
Full-time Instructor with classes in Business Ethics, Marketing. Head Coach, Adwave, UCSD's nationally competitive marketing team. Head Coach, UCSD Speech & Debate team. Faculty Fellow, Sigma Phi Epsilon fraternity.

**University of San Diego, Adjunct Professor**, San Diego, CA 9/2016-4/2019  
Part-time Instructor with a class in Business versus Societal issues—Ethics.

**Private Consulting, Mentoring Start-up CEOs, and Teaching (University Level)** 4/2007-8/2011

**Strategic Development Worldwide, LLC, Regional Director**, San Diego, CA 9/2009-6/2011  
Responsible for Engagement Acquisition, Project Management, and Team Leadership. This consulting firm focuses upon fixing troubled companies, accelerating profits, developing high-performance organizations, and building and preserving owners' wealth.

**Brehm Communities, Chief Financial Officer**, Carlsbad, CA 10/2006-3/2007  
*Results: Creatively refinanced the company to enable it to stay in business. Within the first 120 days with this mid-sized residential home builder and land developer, I arranged a \$2 million unsecured operating line of credit, a \$2 million letter of credit, a \$5 million line secured by raw land, and reduced the fees paid on another loan's extension. Housing market crash forced company to cease operations.*

**Tatum LLC, Partner, Chief Financial Officer**, San Diego, CA 2005-2006  
*Results: Completed interim CFO assignments for two troubled companies: Althea Technologies (biotech) and Retirement Capital Group (investments/insurance). Finished long-delayed "Big 4" audits by resolving complex revenue-recognition and accounting issues and negotiating pragmatic resolutions to road-blocking issues.*

**Berryman & Henigar, Inc., Chief Financial Officer**, San Diego, CA 2002-2004  
*Results: Saved company from imminent bankruptcy. Erased \$2.5 million negative net worth and \$1 million negative working capital position; negotiated away all pending IRS penalties; prevented threatened litigation; and in just two years, fulfilled owner's exit strategy by selling firm to European interests for substantial premium above appraised market value (>\$30 million). Following sale, California CFO position eliminated.*

**Metabolife International, Inc., Chief Operating Officer and Chief Financial Officer**, San Diego, CA 2000-2002  
*(Results: Arranged financing to keep company solvent. Negotiated a \$20 million credit offer to pay long-overdue taxes, saving 156 jobs and created an opportunity for ownership to keep the firm a going concern. Left company when new regulatory compliance and tax issues of the owners surfaced.)*

**eBilities.com, Inc., Executive Vice President and Chief Operating Officer**, San Diego, CA 1999-2000  
*(Results: Raised first \$3 million in Venture Capital. Built initial operating organization. Led development of e-commerce web site. Company ceased operations due to insufficient capital to sustain operations.)*

**@Backup.com, Inc. (SkyDesk), Vice President of Marketing**, San Diego, CA 1998 to 1999  
*(Result: Developed entire B-to-B marketing operation. Via creative cold-calling, connected firm to Chairmen and Presidents of top 50 Property Insurers for marketing alliance development. In "dot-com mania", company failed to overcome technical software limitations, ending in asset sale.)*

**Robert F. Driver Co., Director, Executive Vice President, and Chief Operating Officer**, San Diego, CA 1995 to 1998  
*(Result: Saved firm from imminent failure. Achieved highest stock appreciation improvement in firm's history; merged with East Coast firm for sustained survival. Following merger, San Diego COO position eliminated.)*

Prior to 1995, a successful career segment in commercial banking—rising through the ranks at Bank of America in San Francisco, guiding the growth of California's top premier performing community bank in Napa, California, leading a billion dollar bank merger in Silicon Valley, and culminating as the Executive Vice President and Chief Administrative Officer of a \$1.4 billion bank in Orange County, California.

**EDUCATION**

**MBA, Northwestern University Graduate School of Management (Kellogg)**

Bachelor of Science, Journalism, University of Kansas, Valedictorian