

Mitchell Friedman, EdD, APR

Curriculum Vitae

Department of Defense Management
Naval Postgraduate School
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EDUCATION

EdD, University of San Francisco, Organization and Leadership, 2011

MA, Stanford University, Modern European History, 1984

BA, Brandeis University, History, 1982

PROFESSIONAL ACADEMIC APPOINTMENTS

Naval Postgraduate School, Department of Defense Management, Senior Lecturer,
2018-present

Naval Postgraduate School, Department of Defense Management, Course Coordinator,
Communication Strategies for Effective Leadership, 2019 to present

Fulbright Specialist Program, U.S. Department of State, 2021 to 2025

Naval Postgraduate School, Fellow, Learning, Education, and Assessment Fellows
(LEAF) Program, 2022

Naval Air Forces' Distinguished Visitor Embark Program, USS Nimitz, 2022

Naval Postgraduate School, Department of Defense Management, Visiting Associate
Professor, 2016-2018

University of San Francisco, School of Management, Term Assistant Professor,
2009-2011

TEACHING (courses taught listed in alphabetical order, by school)

Naval Postgraduate School, Monterey, CA (2016-present)

- Communication Strategies for Effective Leadership
- Collaborative Problem Solving (Executive MBA Capstone Project)
- Defense-Focused Managerial Inquiry
- Defense Management Innovation Capstone
- Ethical Leadership in Public Organizations
- Managing for Organizational Effectiveness
- Leading Innovative Organizations and People
- Organizational Analysis

Saint Mary's College, Moraga, CA (2020-2022)

- Managing and Leading Contemporary Organizations
- Management of Life Sciences Companies

West Virginia University, Morgantown, WV (2005-2007; 2011-2012; 2021-2022)

- Advertising Campaigns
- Crisis Communication and Reputation Management
- Integrated Marketing Communications Capstone Course
- Introduction to Integrated Marketing Communications
- Introduction to Public Relations

University of San Francisco, San Francisco, CA (2002-2011; 2015-2020)

- Communications Consultancy
- Crisis Communication and Management
- Group Process and Decision Making
- Leadership Theories
- Management and Organizational Dynamics
- Management Communication
- Public Relations Campaigns
- Public Relations Principles and Practices
- Public Speaking
- The Ethical Organization

University of California Davis, Davis, CA (2011-2012)

- Articulation and Critical Thinking
- Crisis Communication and Reputation Management

John F. Kennedy University, Pleasant Hill, CA (2012)

- Organization Behavior

Brandman University, Walnut Creek, CA (2012)

- Marketing Principles

Golden Gate University, San Francisco, CA (1998-2000)

- Public Relations on the Internet

University of California, Berkeley (Extension), Berkeley, CA and San Francisco, CA (1999-2003)

- Introduction to Public Relations
- Public Relations on the Internet

PUBLICATIONS

Refereed Journal Articles

Friedman, M. (2023). Work-integrated learning in public relations campaigns courses: A literature review. *International Journal of Work-Integrated Learning*. 24(3), 401-421. https://www.ijwil.org/files/IJWIL_24_3_401_421.pdf.

Friedman, M. (2018). Foreward. *International Journal for Transformative Research*. 4(1), i-ii. Retrieval from <https://content.sciendo.com/view/journals/ijtr/4/1/article-pl.xml?rskey=ggPz9N&result=1#container-2088-item-2092>.

Friedman, M. (2016). The 12 steps of addiction recovery programs as an influence on leadership development: A personal narrative. *International Journal for Transformative Research*. 3(2), 15-23. Retrieval from <https://www.degruyter.com/view/j/ijtr.2016.3.issue-2/ijtr-2016-0009/ijtr-2016-0009.xml?format=INT>

Friedman, M. (2013). Developing and teaching the crisis communication course. *PRism Journal*, 10 (1). Retrieval from <https://www.prismjournal.org/uploads/1/2/5/6/125661607/v10-no1-a6.pdf>.

Friedman, M. (2012). Leadership development in undergraduate public relations students: A case study. *Public Relations Journal*, 6(4), 1-33. Retrieval from <https://repository.usfca.edu/coms/10/>.

Refereed Book Chapters

Friedman, M. (2015). Finding, securing, and maintaining part-time teaching positions in public relations. In Neff, B. & Johnson, T.L. (Eds.), *Learning to teach: What you need to know to develop a successful career as a public relations educator* (4th edition), New York, NY: Public Relations Society of America.

Friedman, M. (2003). Finding, securing, and maintaining part-time teaching positions in public relations. In Sallot, L. & DeSanto, B. (Eds.), *Learning to teach: What you need to know to develop a successful career as a public relations educator* (3rd edition) (pp. 11–14), New York, NY: Public Relations Society of America.

Refereed Conference Proceedings

What about the client in the public relations campaigns course? A look at what the literature tells us. International Academy of Business Disciplines, March 26, 2021.

The public information officer's participation in the National Incident Management System: A pilot study. International Academy of Business Disciplines, April 3, 2019.

Other Book Chapters

Kim, C., Freberg, K., Friedman, M., & Weed, A.J. (2021). "Become an #AcademicInfluencer: A blueprint for building bridges between the classroom and industry." *Social Media Influencers and the Changing Landscape of Brand Communication*, Lexington Books.

Friedman, M. (2019). Battling board members and faculty student relationships (case studies). In Mitchell P.A. (Ed.). *Ethical Decision-Making: Cases in Organization and Leadership*, Gorham, ME, Myers Education Press.

Friedman, M. (2016). My evolution as a higher education leader and follower. In Mitchell, P., & Ramirez, S. (Eds.). *Lessons in leadership: Tips for an emerging P-20 leader in the 21st century*, Los Gatos, CA: Robertson Publishing.

Friedman, M. (2013). Collaboration and peak performance in action at Pike Place Fish Market. In Mitchell, P., & Ramirez, S. (Eds.). *Collaboration and peak performance*, Los Gatos, CA: Robertson Publishing.

Other Publications

Friedman, M. (2024). Review of the book *Supporting the Military-Affiliated Learner: Communication Approaches to Military Pedagogy and Education*, by V. McDermott, L. Hernandez, and May, A. (editors)]. *Women's Studies in Communication*, 46(4), 1-2. <https://doi.org/10.1080/07491409.2023.2297610>.

Friedman, M. (2020). Review of *Selling Sea Power: Public Relations and the U.S. Navy, 1917-1941*. *Communication Booknotes Quarterly*, 51:3-4, 109-127, <https://doi.org/10.1080/10948007.2020.1780893>.

PRESENTATIONS

Papers Presented

What about the client in the public relations campaigns course? A look at what the literature tells us. International Academy of Business Disciplines, March 26, 2021.

The public information officer's role in emergency response: A literature review. Public Relations Society of America (PRSA) Educators Academy Super Saturday, PRSA International Conference, October 6, 2018.

Panels Moderated

Ethics in public relations: What's happening now. Public Relations Society of America/San Francisco Bay Area Chapter, September 30, 2021.

Congratulations! You've earned your APR (Accredited in Public Relations). Now what? Public Relations Society of America International Conference, San Diego, California, October 20, 2019.

How the public relations campaigns class can better meet the needs of nonprofit community partners: A panel discussion. International Academy of Business Disciplines, April 5, 2019.

Panel Presentations

When Pedagogy Meets Pandemic: COVID's Consequences for Nontraditional Researching Academics. Association of Educators in Journalism and Mass Communication (AEJMC) Annual Conference, August 5, 2021.

Networking Strategies for Public Relations Professionals. Public Relations Society of America/San Francisco Bay Area Chapter, May 21, 2021.

Public Relations Standards During the Pandemic: Understanding Excellence Within Context and Function. International Academy of Business Disciplines, March 26, 2021.

The Impact of the Coronavirus Outbreak on Higher Education. Public Relations Society of America/San Francisco and Silicon Valley Chapters. April 10, 2020.

Become an Academic #Influencer: Faculty Strategies and Successes in Brand Building and Personal Marketing. Association for Education in Journalism and Mass Communication (AEJMC), Public Relations Division Virtual Conference, February 21, 2020.

Teaching the PR Crisis Communication Course in an MBA Program: A Focus on Management Communication. International Academy of Business Disciplines Annual Conference, San Diego, California, April 11, 2014.

Posters Presented

The 12 Steps of Alcoholics Anonymous as a Leadership Formative Experience: A Personal Narrative. International Congress of Qualitative Inquiry, Champaign-Urbana, Illinois, May 19, 2016.

The 12 Steps of Alcoholics Anonymous as a Leadership Formative Experience: An Autoethnography. Ethnographic and Qualitative Research Conference, Las Vegas, Nevada, February 1, 2016.

Undergraduate Student Perceptions of Affiliate Organization Contributions to What They Learn about Leadership While Serving as Officers in Professionally Oriented Clubs. NASPA (Student Affairs Professionals in Higher Education) National Conference, Philadelphia, Pennsylvania, March 15, 2011.

Undergraduate Student Perceptions of Affiliate Organization Contributions to What They Learn about Leadership While Serving as Officers in Professionally Oriented Clubs. Honolulu, Hawaii, International Conference on Education, Honolulu, Hawaii, January 5-6, 2011.

Webinars Delivered

Get Prepared to Speak Impromptu. National Association of Government Communicators, May 27, 2021.

Ethics Through Leadership and Organizational Lenses, PRSA Board of Ethics and

Professional Standards, July 1, 2020.

SERVICE TO ACADEMIA

- Editorial Board Member and Peer Reviewer, *International Journal for Transformative Research*, 2017-2022
- Peer Reviewer, SAGE Open, 2019-2020

SERVICE TO UNIVERSITY AND DEPARTMENT

- Member, Strategic Communications Coordination Committee, Naval Postgraduate School, 2023-2025
- Chair, Branding Subcommittee, Internal Communications and External Communications Committee, Naval Postgraduate School, 2021-2022
- Presenter, "Using Microsoft Teams in Teaching," Naval Postgraduate School Graduate School of Defense Management, March 22, 2021
- Chair, Nominating Committee, Naval Postgraduate School Faculty Council, 2021
- Course and Curriculum Developer, Implementing Technological Change Certificate Program, Graduate School of Defense Management and Department of Computer Science, Naval Postgraduate School, 2020-2021
- Member, Assurances of Learning Committee, Naval Postgraduate School Graduate School of Defense Management, 2018-2020
- Participated in discussions related to incorporating "Classroom of the Future" recommendations into existing facilities, Naval Postgraduate School, Graduate School of Defense Management, 2018
- Participated in certificate proposal process, Naval Postgraduate School, Graduate School of Defense Management, 2018
- Participated in MBA core curriculum revision project, Naval Postgraduate School, Graduate School of Defense Management, 2018
- Presented on online teaching tools and techniques, Naval Postgraduate School, Graduate School of Defense Management, 2018
- Participated in "Communication for Managers" curriculum development projects, including bottom line high impact module revision and social media teaching case study facilitation, Naval Postgraduate School, Graduate School of Defense Management, 2017-2018
- Participated in discussions on branding and online teaching technology, Naval Postgraduate School, Graduate School of Defense Management, 2017-2019
- Member, MBA Rubrics Development Committee, Naval Postgraduate School Graduate School of Defense Management, 2017
- Planning Committee Member, University of San Francisco, Department of Rhetoric and Composition, Adjunct Instructor Conference, 2017-2018

- Presenter, “An Introduction to Crisis Management,” Sustainable Urban Development Course, Presidio Graduate School, March 23, 2014
- Presenter, “The Doctoral Dissertation Journey,” University of San Francisco, School of Education, 2011-2016
- Faculty Advisor, Toastmasters Club, University of San Francisco, School of Management, 2010-2011
- Presenter, Networking and Relationship Building Skills for Student Leaders, University of San Francisco, Fall Leadership Institute, 2010
- Member, Graduate Student Advisory Committee, University of San Francisco, School of Education, New Faculty Member Recruitment, 2009-2010
- Co-Founder/Faculty Advisor, PRSSA (Public Relations Student Society of America) Chapter, University of San Francisco, School of Communication Studies, 2006-2007
- Presenter, Launch Your Career Through Networking, University of San Francisco, Career Services Center, September 24, 2002

SERVICE TO PROFESSION

- Member, Communications Committee, International Ombuds Association, 2025-present
- PRSA/San Francisco Bay Area Chapter, Ethics Chair, 2020-2021
- PRSA/San Francisco Bay Area Chapter, APR (Accredited in Public Relations) Program Chair, 2019-2020
- Convention Proceedings Submissions Reviewer, Association of Business Communication (ABC), 2018
- Conference Paper Reviewer, National Association of Student Affairs Professionals (NASPA), 2010
- Conference Paper Reviewer, Academy of Management, 2009–2010
- President, National Speakers Association/Northern California, 2005-2006
- Judge, Bulldog Reporter Media Awards, 2001-2002
- Chair, San Francisco Public Relations Roundtable, 2001
- Member, Board of Directors, National Association of Real Estate Editors, 1996-1997

SERVICE TO COMMUNITY

- Member, Board of Directors, The Rotary Club of Monterey, 2024-present
- Vice President, Board of Directors, Riverwood Community Homeowners Association, 2022-2024
- 100th Anniversary Event Security Chair, The Rotary Club of Monterey, 2023-2024
- Public Relations Chair, The Rotary Club of Monterey, 2022-present

- Host, Noe Valley Garden Tour, 2015-2022
- Volunteer, San Francisco Neighborhood Emergency Response Team, 2017-2019
- Career Coach, Job Forum of the Chamber of Commerce of San Francisco, 2007-2010
- Founder and Commissioner, Bay Area Street Hockey, 1990-1998
- Mediator, San Mateo County Alternative Dispute Resolution Program, 1986-1988

CERTIFICATIONS

EQ-i 2.0 / EQ 360 Certification, Multi-Health Systems, Inc., June 2025

Accredited in Public Relations (APR), Public Relations Society of America, 2000

RELATED PROFESSIONAL TRAINING

“Foundations of the Organizational Ombuds Course,” International Ombuds Association, April 2025

“National Speakers Association/Northern California Speakers Academy,” October 2021

“Personal Knowledge Mastery” course, April-June, 2021

“Coaching Skills for Learner-Centred Conversations,” ImperialX, an online learning initiative of Imperial College, London, April 2020

“Presenting Data and Information” Course by Edward Tufte, December 2019

AACSB (Association to Advance Collegiate Schools of Business) seminar on online teaching effectiveness, February-March 2018

Federal Emergency Management Agency’s (FEMA) Emergency Management Institute independent study courses: Introduction to Incident Command System (IS-100.b); National Incident Management System (NIMS): An Introduction (IS-00700.a); NIMS Public Information Systems (IS-00702.a); Public Information Officer Awareness (IS-00029), 2017

Emergency preparedness and prevention training program, San Francisco Fire Department Neighborhood Emergency Response Team (NERT), 2017

Community Engaged Learning and Teaching Fellowship, University of San Francisco, 2016-2017

Leadership San Francisco, 1994-1995

OTHER WORK (current)

Facilitator, Leadership Monterey County, 2022-present

Principal, Mitchell Friedman Communications, San Francisco, CA, 1992-present

OTHER WORK (past)

Webinar Developer and Presenter, PCI Webinars, 2015-2024

Book Reviewer, Berrett-Koehler Publishers, Oakland, CA, 2018-2020

Director, Northern California Institute of Advanced Advertising Studies, San Francisco, CA, 2012-2020

Associate Dean, Student Affairs and Career Development, Presidio Graduate School, San Francisco, CA, 2012-2015

Director of MBA Career Services/Professional Development, University of San Francisco, San Francisco, CA, 2007-2011

Public Relations Columnist, Luce Online News & Info Bulletin; WorkZ; High Tech Connect MemoRandom; and MediaMap Expert PR Newsletter, 2001-2003

Public Relations Manager, Scientific Certification Systems, Emeryville, CA, 1991-1992

Junior Associate/Associate, Neale-May & Partners, Los Altos, CA, 1988-1991

Summer School Director/Director of Administrative Services, The Junior Statesmen Foundation, Burlingame, CA, 1984-1988

AWARDS

- Rotarian of the Month (January 2025), The Rotary Club of Monterey
- Naval Postgraduate School, Graduate School of Defense Management Special Act Award (three)
- Albert Nelson Marquis Lifetime Achievement Award, Who's Who in America
- Distinguished Toastmaster
- Toastmaster Area Governor of the Year
- Toastmaster of the Year

- Outstanding Young Man of America