

JAMES B. SHEIN CURRICULUM VITAE

2001 Sheridan Rd.; Jacobs 517  
Evanston, IL 60208

Office: (847) 491-2029  
j-shein@kellogg.northwestern.edu

---

**EDUCATION:** LOYOLA UNIVERSITY OF CHICAGO SCHOOL OF LAW

Juris Doctorate

Academic Honors:

Cum Laude graduate; six scholastic awards  
Lead Articles Editor of the Law Journal

INDIANA UNIVERSITY GRADUATE SCHOOL OF BUSINESS

Doctorate in Business Administration (Dissertation: “Motivational  
Determinants of Output Quality”)

Masters in Business Administration

Academic Honors:

Title IV Fellowship, Beta Gamma Sigma, Sigma Iota Epsilon

PURDUE UNIVERSITY

Bachelor of Science in Engineering

Academic Honors:

Tau Beta Pi, Alpha Pi Mu, Phi Eta Sigma  
President’s Award; multiple scholarships

**TEACHING EXPERIENCE:**

2002 to Present KELLOGG SCHOOL OF MANAGEMENT  
NORTHWESTERN UNIVERSITY, Evanston, Illinois

Clinical Professor of Management & Strategy (2005 to present)

Courses taught:

Managing Turnarounds  
New Venture Formation

Senator, Northwestern Faculty Senate; Governance Committee

Advisor:

National Restructuring Case Competition  
Turnarounds and Distressed M&A Club  
Kellogg Annual Turnaround & Corporate Renewal Conference

Adjunct Professor of Management & Strategy (2002 to 2005)

1994 to 2001 LOYOLA UNIVERSITY OF CHICAGO, Chicago, Illinois (Two Schools)

Adjunct Professor, Graduate School of Business (1994 to 2001)

Courses taught:

Managing Turnarounds and Crises

Strategy and Organization

Entrepreneurship

Highest Rated Teacher by students

Adjunct Professor, School of Law (1997 to 2001)

Courses taught:

Business Basics for Lawyers

New Venture Creation

### **OTHER EXPERIENCE:**

1994-Present J.S. ASSOCIATES, Chicago, Illinois: Consulting firm.

President: Corporate Renewal consulting services for turnarounds of public and private manufacturing, service, and newspaper/ media companies. Clients are CEO's and boards of directors in the U.S. and E.U. Also advise on fiduciary duties and as expert witness on governance. A member of boards of directors for public and private companies, often serving on the Governance and/or Audit Committees. Deemed an expert on corporate governance by a Federal Court.

1997-2009 McDERMOTT, WILL & EMERY, Chicago, Illinois: International law firm.

Counsel: Part of The Corporate Group. Advise management and boards of directors of large public and private companies, in areas of corporate governance, financial and operating restructurings, balancing of business/legal risks, and fiduciary duties.

1990-1994 R.C. MANUFACTURING, INC., Chicago, Illinois: Manufacturer.

President: Created and ran entrepreneurial venture, manufacturing polymer film, primarily for the international food, drug and tape industries. Revenue reached \$25 million, with 2 plants and 130 employees, then sold.

1979-1990 NORTHBROOK CORPORATION, Chicago, Illinois: A \$100 million diversified company with 750 employees.

President and Chief Executive Officer

Responsible for all operations and acquisitions. Products sold in the U.S. and internationally. Created company, growing shareholders' equity from negative numbers to a positive \$49,000,000. Manufactured appliance parts, plastic film for the food, drug and tape industries, and high-speed packaging machinery. Leased transportation equipment and owned two shortline railroads. Sold company.

- 1977-1979 PULLMAN STANDARD COMPANY, Chicago, Illinois: A \$600 million manufacturer and lessor of railroad equipment, marketed internationally to grain, utility, railroad and chemical companies.
- Vice President, Marketing/Planning  
Responsible for product managers; set prices, directed international sales and licensing, created advertising and new product programs.
- 1971-1977 YOUNGSTOWN SHEET AND TUBE COMPANY, Youngstown, Ohio: A \$1.5 billion steel and durable goods producer, with 27,000 employees.
- Director of Marketing (1974-1977)  
Responsible for the marketing and new product programs.
- Director, Administrative & Personnel Services (1971-1974)  
Revamped all personnel areas.
- 1968-1971 BOOZ, ALLEN & HAMILTON, INC., Chicago, Illinois: Management consultant firm.
- Consultant, Top Management Services Group  
Planned and executed problem solutions for clients in high-tech, manufacturing, finance and service industries. Advised startup investment companies.

**PUBLICATIONS:** (Selected)

- Shein, James B., *Reversing the Slide: A Strategic Guide to Turnarounds and Corporate Renewal*. Wiley (Jossey-Bass), Book published 2011.
- Shein, James B. “You Bought the Company: Now What?” *The Journal of Corporate Renewal*, January, 2011.
- Shein, James B., “The Turnaround at Solo Cup: The Dollars in the Details”, Kellogg School of Management Case, Evanston, Ill. (2010)
- Shein, James B., “Elan Corporation’s International Turnaround”, Kellogg School of Management Case, Evanston, Ill. (2010)
- Shein, James B., “Atari: Between a Rock and a Hard Place”, Kellogg School of Management Case, Evanston, Ill. (2010)
- Shein, James B., “Dry Goods: Contract Manufacturing in a Startup”, Kellogg School of Management Case, Evanston, Ill. (2010)
- Shein, James B., “A Tale of Two Turnarounds at EDS: The Jordan Rules”, Kellogg School of Management Case, Evanston, IL (February, 2010)
- Shein, James B., “Out of the Frying Pan: Middleby Corporation”, Kellogg School of Management Case, Evanston, Ill. (March, 2009)

Shein, James B., "Parmalat U.S.A. Turnaround", Kellogg School of Management Case, Evanston, Ill. (October, 2008)

Shein, James B., "Winn-Dixie Stores: Cleanup on Aisle 11", Case A and Case B, Kellogg School of Management Case, Evanston, Ill. (August, 2008)

Shein, James B., "Sara Lee: Tale of Another Turnaround", Kellogg School of Management Case, Evanston, Ill. (March, 2008)

Shein, James B., "Trying to Match SOX: Dealing with New Challenges and Risks Facing Directors", in The Journal of Private Equity, (Spring, 2005) pp. 20-27.

Shein, James B., "Should an Entrepreneur Be Hired as a Turnaround Executive?", in The Presidents' Forum (2003).

Shein, James B. (ed.), Cases and Materials: Advanced Topics in Management, Loyola University Press, Chicago, Ill. (1999).

Shein, James B., "A Limit on Downsizing: Varsity Corp. v. Howe", 24 Pepperdine Law Review 1, 1996. (Lead article.)

Shein, James B., Motivational Dimensions of Output Quality, Indiana University Press, Bloomington, Ind. (1968).

Shein, James B., "Selected Factors Influencing Motivation of R&D Personnel", in Research Systems and Technology 43 (Lewis N. Goslin, ed., 1967).

#### **SPEECHES & EXECUTIVE EDUCATION: (Selected)**

Moderator and Presenter, "Managing Turnarounds", US LMB Annual Meeting, Lake Geneva, WI, December, 2010.

Speaker, "Ethics in Organizations", Illinois CPA Society, Chicago, IL, November, 2010.

Speaker, "The Intersection of Entrepreneurship and Managing Turnarounds", Kellogg Annual Alumni Conference, Evanston, IL, September, 2010.

Moderator, Panel and Round Table on "Outlook for Restructuring Work in Private Equity", Private Equity Meeting, Chicago, IL, June, 2010.

Speaker, Panel on "Best Practices for Corporate Transformation", Distressed M&A Forum and Conference, Chicago, IL, June, 2010.

Moderator, Panel on "Shark Tank Negotiations" at Kellogg Alumni Annual Meeting, Evanston, IL, May 2010.

Chairman, "Conference on Leading in an Agile Recovery", Evanston, IL, April, 2010.

Moderator, Panel on “Recruiting Professional Turnaround Executives”, Turnaround Management Conference, Evanston, IL, April, 2010.

Speaker, “Innovation Needed to Save Media Companies Worldwide”, World Association of Newspapers Conference, Evanston, IL. March, 2010.

Speaker, “Deal Autopsy: Lessons Learned”, 2010 Distressed Investing Conference, Las Vegas, NV. January, 2010.

Moderator, Panel on “Turnarounds at Innovation-Oriented Companies”, Kellogg Innovation Network Conference, Evanston, IL. November, 2009.

Speaker, Distressed Investing Club Boot Camp, Evanston, IL. October, 2009.

Keynote Speaker, “Distressed Investing”, Alumni Entrepreneurship Conference, Evanston, IL. May, 2009.

Moderator, Panel on “Media Turnarounds”, Kellogg Conference on Corporate Renewal, Evanston, IL, April, 2009.

Chairman, “Conference on Surviving and Thriving in Economic Turmoil”, Evanston, IL, April, 2009.

Keynote Speaker, “Working in a Media Industry in Crisis”, Texas Press Association Annual Meeting, Dallas, TX. February, 2009.

Speaker, “Buying a Distressed Company”, Entrepreneurs’ Conference, Chicago, IL. November, 2008.

Keynote Speaker, “Summit on the Media Industry in Crisis”, Washington, DC, November, 2008.

Moderator, Panel on “International Outsourcing & Distribution”, Shanghai, China, October, 2008.

Moderator, Panel on “The Economic Outlook For 2009”, Turnaround Management Association, Chicago, IL, September, 2008.

Moderator, Panel on “Sourcing Globally”, Entrepreneurship Conference, Chicago, IL, May, 2008.

Chairman, Conference on Corporate Renewal, Kellogg School of Management, Evanston, Illinois, April, 2008.

Moderator, Panel on “Leadership In Turnarounds”, Leadership Conference at the Kellogg School of Management, Evanston, Illinois, October, 2007.

Speaker, “Ethics”, 2007 AIRA Annual Conference, Chicago, Illinois, June, 2007.

Moderator, Panel on “Alternative Financial Sources”, Entrepreneurship Conference at the Kellogg School of Management, Evanston, Illinois, May, 2007.

Speaker, “The Role of Operations in Private Equity/ M&A”, Manufacturing Business Conference, Chicago, IL, May, 2007.

Chairman and Creator of the “Turnaround Management Conference – Leading Corporate Renewal” at the Kellogg School of Management, Evanston, IL, April, 2007.

Co-Creator of Distressed Investing Conference, Las Vegas, Nevada, January, 2007.

Presenter, “International Restructuring Outlook”, International Bar Association Annual Convention, Chicago, Illinois, September, 2006.

Moderator, Panel on “The Effect of the Liquidity Wave”, Global Management Summit, Chicago, Illinois, June, 2006.

Moderator, Panel on “Buying Distressed Companies”, Entrepreneurship Conference at the Kellogg School of Management, Evanston, Illinois, May, 2006.

Quoted in “Ask Inc.”, Inc. Magazine, February, 2006.

Moderator, Panel on “How Rainmakers Make It Pour,” Turnaround Management Association, Chicago, Illinois, November, 2005.

Moderator, Panel on “Making Tough Decisions and Leading Personnel to Overcome Crisis”, Kellogg Global Leadership Conference, November, 2005.

Quoted in (and featured in) “The Turnaround Template”, Forrester Magazine, 2005.

Presenter, “Asset Protection in Healthcare”, Annual Conference of College of Cardiology, Hamilton, Bermuda.

Presenter, “Turnaround Theory and Practice”, University of Chicago GSB, Chicago, Illinois, October, 2004.

Program Chair, “Advanced Education Workshop”, two-day program at the University of Toronto, Toronto, Canada, June, 2004.

Quoted in: M. Hopkins & C. Scinta, “More Bankruptcy Advisors are Coming”, Wall Street Journal, October 20, 2004, p. B2F.

Quoted in: S. Begin, “New MBA Focuses on Turning Businesses Around”, Crain’s Detroit Business, June 7, 2004.

Quoted in: K. Richardson, “Back From the Brink”, Kellogg World, Summer, 2004.

Vice President of Program, “Maximizing Corporate Renewal Opportunities in a Transitioning Economy”, Dallas, Texas, March, 2004.

Chairman, “Rebuilding Corporate Value Worldwide”, TMA Conference, San Francisco, California, October, 2003.

Chairman and Creator, “Advanced Education Workshop”, two-day Kellogg and TMA Co-Conference, Chicago, Illinois, June, 2003.

Presenter, “Alternatives to Bankruptcy”, Executive Enterprises, Chicago, Illinois, May, 2003.

Presenter, “Final Phases of a Turnaround”, TMA Program, Chicago, Illinois, April, 2003.

Vice President of Program, “The Future for Corporate Renewal”, Orlando, Florida, March, 2003.

Creator and Moderator, Panel on “Acquiring a Distressed Business”, Association for Corporate Growth, Chicago, Illinois, November, 2002.

Creator and Lecturer, “Keeping a Company on Growth Track”, BET/Viacom Program, Washington, D.C., October, 2002.

Lecturer, “Early Warning Signs of Trouble”, Executive Enterprises, June, 2002.

Moderator, Panel on “Acquiring a Distressed Business”, Kellogg Alumni Club, Evanston, Illinois, May, 2002.

Moderator, Panel on “Managing Turnarounds”, University of Chicago, GSB, Chicago, Illinois, May, 2002.

Lecturer, “Troubled Loan Workout”, TMA, Chicago, Illinois, April, 2002.

Moderator, “Turning Around High-Tech Companies”, M.I.T. Enterprise Forum, Chicago, Illinois. October, 2001.

Keynote Speaker, “Entrepreneurial Opportunities”, Executive Resource Network, Chicago, Illinois. October, 2001.

Presenter, “Entrepreneurs as Turnaround Managers”, The Presidents’ Forum, Oak Brook, Illinois. September, 2001.

Creator, Chairman, and presenter, “National Conference on Workout Strategies For Banks and Borrowers”, Chicago, Illinois. April, 2001.

Presenter, “Financing a Turnaround”, Chicago Bar Association, Chicago, Illinois. September, 2000.

Panelist, “Commercial Loan Workouts,” The Banking Law Institute, Chicago, Illinois. June, 2000. (Continuing Legal Education credit course.)

Co-Chairman, panel on “Business Turnarounds,” Executive Enterprises, Chicago, Illinois. June, 1999.

Presenter, “Initiating Loan Documents,” Bank Lending Institute, Chicago, Illinois. September 1999.

Moderator, panel on “Deflation in International Basic Industries: The Effect on The Overall Business Climate”, Federal Reserve Bank of Chicago. May, 1999.

Creator and Chairman, panel on “Downsizing and Its Aftermath”, Turnaround Management Association, Chicago, Illinois. January, 1999.

Presenter, “Early Warnings That an Organization Is In Trouble”, Banking Lending Institute, Las Vegas, Nevada. November, 1998. (CLE course)

Panelist, “Commercial Loan Documentation”, The Banking Law Institute”, Chicago, Illinois. October, 1998.

Moderator and Creator of “Leadership Conference”, Turnaround Management Association, Chicago, Illinois. January, 1998. Speaker on “Entrepreneurial Leadership For Turnarounds.”

Co-chairman, “Bankruptcy Workshop”, Executive Enterprises, Chicago, Illinois. November, 1997. (Continuing Legal Education credit course.)

Commentator, National Public Radio, “Downsizing”. First broadcast on May 5, 1997.

Presenter, “Restructuring Not-for-Profit Organizations”, North East Council on Aging, 1995.

Presenter, “Downsizing”, 14th Annual Workouts & Bankruptcy Conference, 1994.

Presenter, “Early Warning Signs”, Bank Lending Institute, 1993.

Presenter, “Recognizing and Dealing With Loan Defaults in a Consensual Manner”, Bank Lending Institute, 1992.

Contributor, J. Bennett, “Strict Limited Access Policy Key to Plugging Information Leaks,” Crain’s Chicago Business, May 22, 1989, p. 34.

Contributor, J. Whitmore, “Now Flush, Ex-Bankruptcy Spinoff Woos Outside Investors For Growth,” Crain’s Chicago Business, May 4, 1987, p. 34.

Commentator, Public Broadcasting System, “Business News”, (regarding short line railroads as entrepreneurial businesses). First broadcast May, 1984.

Testimony before legislative committees of the State of Wisconsin regarding spending on statewide transportation rehabilitation projects. 1982.

## **DIRECTORSHIPS**

Flying J  
Wrightwood Capital  
Electrical Controls International  
(Previously on Boards of Hilex Poly, Broadcast Electronics, and Atari)

## **PRIMARY PROFESSIONAL AFFILIATION**

Turnaround Management Association: International organization with 10,000 members, devoted to Corporate Renewal:

Chairman of TMA Trendwatch Surveys

Member of TMA Academic Advisory Council

TMA Board of Directors, involved in:

International educational conferences

Executive education

MBA student paper competitions

MBA paid internships (2 groups per year)

Advanced Education Workshops (professors presenting research papers)

Cornerstone Endowment Fund Board of Directors

Creation of research database and bibliography

**OTHER AFFILIATIONS** (selected)

National Association of Corporate Directors

President's Circle, Chicago Council on Global Relations

Member, Association for Corporate Growth

Admitted to Illinois Bar

Member, Kellogg Alumni in Private Equity

Producer, "Gauguin The Musical"

**COMMUNITY SERVICE:** (Selected)

Founder and advisor, Entrepreneurs Pro Bono Clinic

Board of Directors, 1100 L.S.D. Association

Member, Fallen Angels: Volunteer consulting work to turn around not-for-profit and start-up organizations that are in trouble.

Creator of "Project Preprime," developed to stop lending ripoffs of the working poor.

**PERSONAL**

Participate in bike touring, in advanced and rescue scuba diving and screenwriting.