

Curriculum Vitae
MATTHEW LIOTINE, Ph.D.

OFFICE:

Department of Information & Decision Science (MC 294)
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EDUCATION

Ph.D. (1983): Princeton University
(Major: Engineering / Operations Research)
M.A. (1979): Princeton University
M.S. (1978): Princeton University
M.S. (1977): Polytechnic Institute of New York
B.S. (1976): Polytechnic Institute of New York

TEACHING PHILOSOPHY

My teaching philosophy is predicated on my years working in industry coupled with today's professional requirements for employees and entrepreneurs. This includes things such as problem solving, teamwork and communication. From working in industry, I have garnered insight that is often not found in textbooks, but yet I feel is required for students to know. Altogether, these elements underpin my teaching approach to better prepare MBA/MIS students for the business world.

ACADEMIC EXPERIENCE

University of Illinois at Chicago (2004 - present)

College of Business Administration (CBA)

Clinical Associate Professor, Information & Decision Sciences

Course instructor and developer for graduate MBA/Management Information Systems (MIS) courses and for Corporate MBA (CMBA) courses focused towards managers from the Asia/Pacific region. Responsibilities include course delivery and development, curriculum development, individual advising of students, and management of teaching assistants.

School of Public Health (SPH) (2008 - present)

Director, Certificate Program in Emergency Management & Continuity Planning (EMCP)

Developed, managed, marketed and taught professional on-line curriculum in business continuity & emergency response. Responsibilities include program co-management, curriculum development, course development, delivery, individual advising of program students, and management of program faculty.

DePaul University (2001 - 2004)

School of Computer Science, Telecommunications & Information Systems (CTI)

Adjunct Professor

Course instructor for courses in Network Design and Analysis

Wilbur Wright College (2001 - 2004)

Computer Security and Forensic Investigation (CSFI)

Curriculum Advisor

Program and advisor for business continuity and information security related curriculum.

New Jersey Institute of Technology (1986 - 1988)

Department of Industrial & Management Engineering

Adjunct Professor

Developed and taught courses in computer methods in industrial engineering and management information systems.

Princeton University (1977 - 1981)

School of Engineering & Applied Science

Research Associate & Instructor

Developed interactive graphical tools for network analysis, design and simulation. Instructor in statistics, statistical modeling, and computer methods in engineering. Taught professional courses in computer simulation.

Polytechnic Institute of New York (1976 – 1977)

Department of Transportation Planning & Engineering

Research Associate

Researched new techniques in evaluating system reliability and faults.

TEACHING

- Average class load is 4.2 classes per academic semester.
- Average student load is 138 students per academic semester.
- Student evaluations of effectiveness average 4.5 (on a scale of 1 to 5) from over 1000 students surveyed.
- Formal recognition from Interim Dean John McDonald commending excellent student ratings as among the top in the CBA (2005).
- Advisor to over 20 students.
- Independent research advisor to 2 Fulbright students.
- Managed 4 teaching assistants.

Course Re-Development

IDS 532 Introduction to Operations Management (MBA & CMBA) (4 credits)

- Taught 34 sections of this class since 2006 to over 1200 students;
- Re-developed this course for delivery to the Asian-Pacific students;
- Introduced video case studies for improved student learning and analysis;
- Automated the course with on-line assignments, reducing costs and the need for teaching assistants.

IDS 552 Supply Chain Management (CMBA) (3 credits)

- Re-developed this for course delivery to the Asian-Pacific students;
- Developed and incorporated spreadsheet analysis tools and problems for hands-on in-class learning;

- Employed a lab-session format for closer student-instructor contact.

New Preparations

IDS 520 Enterprise Information Infrastructure Planning & Security (MBA, MIS) (4 credits)

- Entirely developed this course with respect to concept and content;
- Worked with the Information Systems Audit and Control Association (ISACA) to enable professional certification for students taking this;
- Currently working with the Committee on National Security Systems (CNSS) to seek CNSSI certifications for students taking this course;
- Employed a new case study learning format, adapting case studies from Harvard Business School and the Journal of Cases on Information Technology.

HPA 466 Critical Infrastructure and Resource Protection Planning (EMCP) (3 credits)

- Developed the concept for this course as part of the UIC EMCP online Certificate Program;
- Worked with the U.S. Naval Postgraduate School Center for Homeland Defense & Security to adapt this course for complete on-line delivery in the UIC Blackboard learning environment;
- Reworked content and assignments for delivery to EMCP on-line delivery.

MBA 590 Applied Consulting (MBA) (2 credits)

- Designed and developed this course from the ground up;
- Worked with the Department of Managerial studies and the UIC Medical School to develop this course and enable students to execute actual client engagements with three UIC Eye & Ear Infirmary (EEI) Ophthalmology Clinics;
- Compiled and developed all the course materials for this course, including lecture slides, clinic surveys, readings and research papers, and a library of management consulting tools;
- Led teams of students that collaborated with the 3 clinics to identify operational improvements for the EEI faculty and staff;
- Worked closely with Dr. Dimitri Azar, the EEI director and now Dean of the Medical School, to produce the following clinical studies:
 - *Recommendations For the Reduction of Patient Wait-time at the Cornea Clinic within the University of Illinois at Chicago's Eye and Ear Infirmary*, report and presentation delivered to the Cornea & Refractive Surgery Clinic (March 3, 2008);
 - *UIC Retina Service Recommendations Report*, report and presentation delivered to the Retina Clinic (March 3, 2008);
 - *Consulting Proposal for the General Eye Clinic University of Illinois Ear & Eye Infirmary*, report and presentation delivered to General Eye Clinic (March 3, 2008).
- Content of the above studies were recognized by CBA Dean Stephanie Lenway as some of the best quality analyses produced by CBA students.

IDS 524 Strategic Emergency Management & Continuity Planning (EMCP) (3 credits)

- Developed this course from the ground up, drawing from U.S. and British best practices and standards in this field;
- Designed the course to be delivered completely on-line via Blackboard, utilizing slide voice-over, Web-based video, and social media tools and technologies;
- Worked closely with UIC's Office of External Education to enable complete on-line delivery;

- Utilized real-life case study throughout the course to illustrate application of the concepts and methods taught in class.

IDS 594 Special Topics in IDS: Business Continuity Planning (MBA, MIS)

- Entirely developed this course with respect to concept to content;
- Focused this course with an Information Technology flavor for MIS students;
- Adapted this course from a professional training course, the only one of its kind;
- Developed all lectures, slides and assignments for the course.

UNIVERSITY SERVICE

Administrative Responsibility

- ***Director, Certificate Program in Emergency Management & Continuity Planning*** (2008 - present)
UIC School of Public Health (SPH)
Department of Health Policy Analysis (HPA)
Department on Environmental and Occupational Health Sciences (EOHS)
 - Responsibilities include:
 - Budget management
 - Faculty management and recruitment
 - Student advising
 - Student application & transcript review
 - Application process development
 - Development of external partnerships
 - Collaboration with the University Office of External Education
 - Curriculum and course development
 - Development and delivery of marketing materials and seminars
 - Grant solicitation and proposal development
 - Participation in trade shows
- ***Advisor to the Office to the Vice Chancellor for Administrative Services (M. Donovan)***
 - Assisting the Office of Facility Planning with the development of the University Business Continuity and Emergency Operations Plans;
 - Reviewing plans and proposals on a periodic basis
 - Authored “Request for Proposal University of Illinois at Chicago Business Continuity Planning Program Development,” on behalf of J. Foerster and M. Donovan, (Nov. 25 2009)

Student Recruiting & Activities

- 2011 – Jan. 7 Participated in New Student Orientation roundtable discussions with students
- 2010 – March 22 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.
- 2010 – Oct. 6 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.
- 2008 – June 25 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.
- 2008 – May 22 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.
- 2008 – May 21 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.

2008 – April 22 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.
2008 – April 23 Presenter & Coordinator, Emergency Management and Continuity Planning (EMCP) Student Virtual Open House.
2008 – August 12-13 UIC representative, Midwest Security & Police Conference/Expo, Rosemont, IL.

Business-University and External Partnerships

External:

- ***U.S. Naval Post Graduate School Center for Homeland Defense & Security***
Initiated partnership for continued support and development of Department of Homeland Security (DHS) sponsored courseware curriculum.
- ***International Consortium for Organizational Resilience (ICOR)***
Initiated partnership for joint EMCP promotion, development of crisis management courses, and entry level professional certification of students.
- ***Institute for Business Continuity (DRII)***
Working with this organization to implement business continuity training within the EMCP for professional DRII certification.
- ***Information Systems Audit and Control Association (ISACA)***
Working with this organization to seek professional security certification for students taking IDS520 and to also implement possible training for the association.
- ***National Information Assurance Education and Training Program (NIETP)***
Continued involvement with the Committee on National Security Systems (CNSS) in conjunction with the UIC Center for RITES (Computer Science Department) to seek CNSSI security certification for students taking IDS20.
- ***Illinois Department of Public Health (IDPH) Services***
Working with the UIC School of Public Health and the IDPH to leverage the EMCP curriculum into customized training for the IDPH.

Internal:

- ***UIC Office of External Education***
Continued collaboration to support EMCP marketing and promotion.
- ***UIC School of Public Health (SPH)***
Working with SPH to incorporate EMCP curriculum within the on-line Masters of Public Health (MPH) curriculum as a degree concentration.
- ***UIC College of Engineering (COE)***
Working with both COE and SPH to incorporate EMCP curriculum within the on-line Masters of Engineering (MEng) curriculum as a degree concentration, as well as the COE Disaster Management Certificate program.

- **University of Illinois Business Innovation Services (BIS)**
Established dialog with BIS to explore the possibility of incorporating UIC CBA curriculum within BIS professional training.

SCHOLARLY ACTIVITY

Dissertation

"Analysis of Policy Effects on Transit Performance Measurement," Princeton University (1983);
Committee chairman: R. J. Caudill; Committee: A. L. Kornhauser, J. S. Hunter, Y. Hezony, A. Cakmak

Peer Reviewed Publications

- M. Liotine, "Business Continuity Analysis Using Computer Simulation," *Disaster Recovery Journal*, Vol. 18, No. 3, Summer 2005, pp. 75-77.
- M. Liotine, "Wireless Service Control Point Standalone Home Location Register System," *AT&T Bell Laboratories Memorandum* (proprietary), 1995.
- M. Liotine, L. Urech, "Wireless Service Control Point Standalone Home Location Register System Gate 3 Deliverables," *AT&T Bell Laboratories Memorandum* (proprietary), 1995.
- M. Liotine, "Service Control Point II – Release 1 Feature Specification Document," *AT&T Bell Laboratories Memorandum* (proprietary), 1993.
- M. Liotine, "Intelligent Network Control Point Feature Specification Document," *AT&T Bell Laboratories Memorandum* (proprietary), 1990.
- L.D. Fossett, M. Liotine, "The Traffic Engineering Benefits of Flexible Routing in International Networks," *Proceedings from the Fourth International Network Planning Symposium*, Palma de Mallorca, Spain, Sept., 1989, pp 325-331.
- J. S. Chen, M. Liotine, D. F. McGuigan, "AT&T Switched Network Routing and Numbering Enhancements," *AT&T Bell Laboratories Memorandum* (proprietary), 1989.
- E.S. Escueta, P. Leacock, M. Liotine, NCP – MFOS Interface Documentation, *AT&T Bell Laboratories Memorandum* (proprietary), 1989.
- K. D. Lawrence, M. Liotine, "An Analytical Investigation of Policy Effects on Transit System Performance Measurement," *Journal of Socio-Economic Planning Sciences*, Vol. 22, No.4, 1988, pp. 185-193.
- M. Liotine, "World Zone 1 (809 NPA) Routing Enhancement: Feature Specification Document," *AT&T Bell Laboratories Memorandum* (proprietary), 1988.
- M. M. Chiou, M. Liotine, "First International Forecasting System – 1988 Update," *AT&T Bell Laboratories Memorandum* (proprietary), 1988.

- M. Liotine, "Requirements for the Computation of Overseas Traffic View-of-the-Business Growth Rates for NFS," *AT&T Bell Laboratories Memorandum* (proprietary), 1987.
- M. Liotine, "First International Forecasting System – 1987 Update," *AT&T Bell Laboratories Memorandum* (proprietary), 1987.
- M. Liotine, "Non-hierarchical Routing Architecture Proposal for International Networks," *AT&T Bell Laboratories Memorandum* (proprietary), 1987.
- M. Liotine, "Customer Controlled Reconfiguration (CCR) – Electronic Programmable Service Cross-Connect Switch Interaction Impact Study," *AT&T Communications Memorandum* (proprietary), 1984.
- A. Liebowitz, M. Liotine, J. Shubeck, "Productivity Parameters Analysis Reports Product Carrier Stream," *Union Carbide National Logistics Center Memorandum* (proprietary), 1983.
- A. Liebowitz, M. Liotine, J. Shubeck, "Productivity Parameters Analysis Reports Customer Stream," *Union Carbide National Logistics Center Memorandum* (proprietary), 1983.
- M. Liotine, "Argon Logistics Analysis Phase I," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- M. Liotine, P. S. Lundquist, "Central Region Optimization Study Software Development," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- M. Liotine, "Midwest Region Cylinder Study," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- M. Liotine, "Historical Cost Data System," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- M. Liotine, "CLI User Training Guide," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- M. Liotine, "Minutes of the Delivery Cost Workshop 1982 region Analyst Workshop," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- M. Liotine, P. S. Lundquist, "Product Balance Model: Mileage and Trip Factors," *Union Carbide National Logistics Center Memorandum* (proprietary), 1982.
- A. Liebowitz, M. Liotine, "NCAD Log Analysis," *Union Carbide National Logistics Center Memorandum* (proprietary), 1981.
- T. Ash, M. Liotine, and J. M. Lutin, "Empirical Models of Transit Service Areas," *Transportation Engineering Journal*, American Society of Civil Engineers, 1981.
- (T. Ash, M. Liotine, and J. M. Lutin), "Transit Access Models," *Transportation Research Record*, Transportation Research Board, 1981, pp. 16-20.

Books and Invited Chapters

- M. Liotine, "Network Reliability & Fault Tolerance," *The Handbook of Computer Networks*, Wiley & Sons, 2006, pp. 372-383.
- M. Liotine, *Mission-Critical Network Planning*, Artech House, Hardcover, 432 pp., 2003.
- K. D. Lawrence, M. Liotine, "Modeling Investment Planning Decisions over Time," *Advances in Mathematical Programming and Financial Planning* (Volume III), JAI Press/North Holland, Greenwich, Connecticut, 1993, pp. 111-118.
- K. D. Lawrence, M. Liotine, "A Model to Plan Capital Expansion Investments," *Advances in Mathematical Programming & Financial Planning* Vol. II, K. D. Lawrence (editor), JAI Press, 1991, pp. 107-117.

Research Papers and Publications

- M. Liotine, *The VoIP RFP Toolkit*, CNET Networks, March 2005.
- M. Liotine, "Essentials of Enterprise Continuity," *IEEE Tutorials Now Presentation*, January, 2005.
- M. Liotine, *A Guide to Network Storage for Continuity*, BLR Research, 2003.
- M. Liotine, *A Guide to Quantitative Methods in Continuity*, BLR Research, 2003.
- M. Liotine, *Network Continuity Audit Guide*, BLR Research, 2003.
- G. D. Bennett, M. Liotine, "Software Architecture Design for Advanced Traffic Management Systems," *Proceedings of the 1994 IVHS America Conference*, Vol. II, Atlanta GA, April, 1994, pp. 546-554.
- G. D. Bennett, M. Liotine, "A Common Software Architecture for Advanced Traffic Management Systems," *Proceedings from the 1994 Transportation Research Board Annual Meeting*, Washington D.C., Jan., 1994.
- M. Liotine, J. Swinger, et. al., "Intelligent Networks - Spanning the Globe," *Proceedings from the 1993 IEC Comforum Conference*, Chicago, IL, March, 1993.
- L.D. Fossett, M. Liotine, "The Traffic Engineering Benefits of Flexible Routing in International Networks," *Proceedings from the Fourth International Network Planning Symposium, Palma de Mallorca, Spain*, Sept., 1989, pp 325-331.
- M. Liotine, "Interactive Graphics in Transit Planning: Requirements for the Eighties," *Proceedings 2nd Annual Conference on Computer Graphics in Transportation*, Princeton University, April 1981.
- M. Liotine, J. M. Lutin, *Report on the Development of the Workshop on Interactive Applications of FHWA/UMTA Planning Tools, prepared for the U.S. Dept. of Transportation*, June 1980.
- M. Liotine, *ULOGIT Users Guide*, prepared for the U.S. Dept. of Transportation, June 1980.
- M. Liotine, *Report on Calibration of a Multi Path Flow Model for Rail Freight Traffic*, prepared for the

National Science Foundation, September, 1980.

A. Schulzycki, M. Liotine and J. Wroble, *Algorithm for Reconstructing '99999' Junction Codes of Railroad Waybill Samples*, prepared for the Interstate Commerce Commission, June 1978.

T. Ash, M. Liotine and J. M. Lutin, *Modeling Access to Transit*, prepared for the U.S. Dept. of Transportation, Dec. 1978.

A. Bladikas, E. J. Cantilli, and M. Horodniceanu, M. Liotine, *Transportation System Safety Methodology Applicability to the Highway Mode*, prepared for the U.S. Dept. of Transportation, Jan. 1978.

Professional Presentations

M. Liotine, "Business Impact Analysis: Mission Critical or Mission Impossible?" presented at the Networld Interop Trade Show, Atlanta, GA, September 12, 2002.

M. Liotine, "Airport Communications: Wireless Opportunities," Proceedings of the North West Association of American Airport Executives (NWAAAE) Annual Conference, Anchorage, Alaska, September 6, 2001.

M. Liotine, "Intelligent Vehicle Highway Systems: A Primer," Proceedings of the 1994 National Communications Forum Conference, Chicago IL, September 1994.

M. Liotine, J. M. Lutin, "Interactive UTPS: Implementation under a Timesharing Environment," presentation at Annual Meeting of the Transportation Research Board, Washington DC, January 1981, pp. 42-47.

M. Liotine, "Business Impact Analysis: Mission Critical or Mission Impossible?" presented at Networld Interop Trade Show, Atlanta, GA, September 12, 2002.

G. D. Bennett, M. Liotine, "Software Architecture for Advanced Traffic Management Systems," presentation at the 1994 IVHS America Conference, Atlanta GA, April, 1994.

G. D. Bennett, M. Liotine, "A Common Software Architecture for Advanced Traffic Management Systems," presentation at the 1994 Transportation Research Board Annual Meeting, Washington D.C., Jan., 1994.

J. Swinger, M. Liotine, et. al., "Intelligent Networks - Spanning the Globe," presentation at the 1993 IEC Comforum Conference, Chicago, IL, March, 1993.

M. Liotine, "The Traffic Engineering Benefits of Flexible Routing in International Networks," presentation at Networks'89 Symposium, Palma de Mallorca, Spain, Sept., 1989.

M. Liotine, B. Paul, "Telecommunication Network Mapping," presentation at AT&T Scientific Software Symposium, Basking Ridge, NJ, Oct., 1984.

M. Liotine, "Interactive Graphics in Transit Planning: Requirements for the Eighties," presentation at 2nd Annual Conference on Computer Graphics in Transportation, Princeton University, April 1981.

J. M. Lutin, M. Liotine, "Interactive UTPS: Implementation under a Timesharing Environment," presentation at Annual Meeting of the Transportation Research Board, Washington DC, January

1981.

Invited Colloquia

- “Operations Planning Methods in Continuity & Emergency Management,” Presentation to the Chongqing Department of Civil Defense Delegation from China, Chicago, IL, October 11, 2010.
- “Planning for Continuity & Emergency Management,” Presentation to the Guangzhou Group Delegation from China, Chicago, IL, September, 13, 2010.
- “Business Continuity & Emergency Management Planning Practices,” Presentation to the Beijing Public Administration Delegation from China, Chicago, IL, June 22, 2010.
- “Operations Planning in Continuity & Emergency Management,” Presentation to the China State Administration of Work Safety Delegation, Chicago, IL, January 9, 2010.
- “Emergency & Continuity Operations Planning,” Presentation to the Guangzhou Group Delegation from China, Chicago, IL, July 15, 2009.
- “U.S. Practices in Emergency Management & Continuity Planning,” Presentation to the Public Administration and Emergency Management Delegation of China Earthquake Administration, Chicago, IL, March 24, 2009.
- “Emerging Trends in Business Continuity,” presentation to the University of Illinois at Chicago Center for Research in Information Management Roundtable, Chicago, December, 2005.
- “Urban Continuity and the Healthy City,” presentation to the Emergency Preparedness and the Healthy City Symposium, University of Illinois at Chicago Great Cities Institute 2005 Winter Forum, Chicago, December, 2005.

Media Attention

- 2007 – Nov. “Careers in the field of Continuity Planning,” Interview, **MSN Encarta Online**.
- 2005 – March “Leave no Disaster-Recovery Stone Unturned,” Interview by J. Wexler, **Network World on Wireless in the Enterprise Newsletter**.
- 2005 – March “A VoIP RFP Delivers,” Article, **TMCnet**.
- 2004 – July “Protecting Your Network,” Interview by S. Greengard, **Wells Fargo Newsletter**.

Seminars

- “Essentials of Enterprise Continuity,” *IEEE EntNet Tutorial*, Supercomm Trade Show, Chicago, June 23, 2004.
- “Planning for Network Continuity,” BLR Research, Oak Brook, IL, November 4, 2003.
- “Planning for Network Continuity,” BLR Research, Oak Brook, IL, June 24, 2003.
- “Station Simulation Modeling,” Princeton University, Spring, 1979.

Grants

- 2011 – Aug. \$1,500,000 Chicago Office of Emergency Management: To fund development of Regional Catastrophic Private Sector Interoperability Plans.
- 2011 – June \$250,000 UIC College of Business Administration: To fund the development of Cap-and-Trade Policies for Resource Management in Vehicular Networks and Other Applications.

Professional Certifications

- Certified Six Sigma Black Belt (CSSBB) from the American Society for Quality (ASQ) (2009)
- Certified Business Continuity Professional (CBCP) from the Institute for Continuity Management (DRII) (2006)
- Certified Homeland Security Professional Level III (CHS-III) from the American Board for Certification in Homeland Security (ABCHS) (2008)
- Member Business Continuity Institute (MBCI) Certification from the Business Continuity Institute (BCI U.K.) (2008)
- Project Management Certification from the IBM Business Systems Institute (1985)
- Convergence Subject Matter Expert Certification from the CompTIA Association (2002)
- U.S. Coast Guard Auxiliary Certification from the U.S. Coast Guard (1987)
- Licensed Intern Engineer, State of New York (1977)

Professional Service

Editorial Boards:

- 2008 – present Editorial Advisory Board for the quarterly journal, *Inside Homeland Security*, published by the American College of Forensic Examiners and the American Board for Certification in Homeland Security.
- 2006 – Field editor for *The Compliance Book*, Network Frontiers.

Professional Associations:

- American Society for Quality - Member
- Gerson Lehman Group of New York - Industry Advisor
- Association of Contingency Planners - Member
- American Board for Certification in Homeland Security - Member and Editor
- Business Continuity Institute (U.K.) - Member
- Executive Club of Chicago - Technology Committee - Former Member
- International Engineering Consortium (IEC) - Former Advisor
- Information Management & Operations Research Society (INFORMS) - Past President (Chicago Chapter)
- Princeton Club of Chicago - Member

Awards and Honors

- 1990 AT&T Network Architecture Award for research and development of network routing algorithms.
- 1988 AT&T Quality Award for quality improvement research in system development processes.
- 1972 Department of the Navy Superior Accomplishment Award for Navy vessel engineering.

Professional Experience

BLR RESEARCH, Vice President (2001 - 2004)

Consulting and research firm specializing in business technology planning and management:

- Business continuity planning, training and risk analyses for client firms in various industries.
- Developed prototype PROBIS business continuity simulation tool for global release.
- Created RFPs and advised clients on Voice-over-IP procurement.
- Trained and certified over 100 IT professionals in business continuity technical practices.

EDWARDS & KELCEY, INC., Associate Vice President (2000 - 2001)

Managing consultant for an IT infrastructure firm, focusing on emergency/security networks and systems:

- Accelerated the firm's systems integration and network planning consulting business.
- Personally developed and supervised a continued portfolio of consulting projects valued at over \$1 million.
- Acquired over \$2 million in local project work for the firm within a two-year period.
- Delivered \$3 million in corporate project opportunities in the same time frame.
- Major clients included American United Life, LCOR, MFN, Tyco, WisDOT, Indiana DOT & Chicago MPEA.

CARLSON TECHNOLOGIES, INC., Director, Information Technologies (1997 - 2000)

Developed systems integration practice for a \$350 million professional services firm. Managed a portfolio of technology consulting projects for various financial, telecom and broadcast firms:

- Expanded firm's entry into the broadcast and telecom markets.
- Sustained over \$4 million of market revenue in a one-year period. Led firm to achieve *ENR's Top 10 List*.
- Founded the company's Chicago regional headquarters.
- Worked with major firms including Charles Schwab, Fifth Third, Qwest, Genuity, WillTel, ABC and Fox TV.

THE CASPER GROUP OF COMPANIES, Vice President, Technology Projects (1996)

Managed telecommunication project development in the areas of telecom infrastructure, wireless and intelligent networking. Provided technical support for the development of programs for deregulation and electronic commerce.

- Defined business plan to establish a \$2 billion joint venture telecom infrastructure company in Austria.
- Arranged the purchase of a Swedish telecom firm on behalf of a major U.S. corporation.
- Served as an advisor to the Austrian government on telecommunication deregulation.

AT&T/LUCENT TECHNOLOGIES (BELL LABORATORIES) (1986 - 1997)

Director, Product Marketing, AG Communication Systems

Led the technical marketing effort for new Digital Subscriber Line (xDSL) Internet access products.

- Trained company sales teams nationwide in xDSL marketing strategy. Identified customer enterprise network options surrounding xDSL implementations.
- Designed showcase AT&T network successfully deployed in Disney's Celebration City, FL.

Senior Product Manager, Network Wireless Systems

Responsible for directing AT&T's Network Wireless Business Unit efforts in Wireless Intelligent Networking (WIN) and IS-41 for the Cellular and Personal Communications System (PCS) markets. Established the company's strategy in

these areas, and managed the development of new products and Autoplex System 1000® switching features. Duties included establishing product direction, formulation of high-level product requirements, assembling and managing product development teams, interfacing with account teams globally, developing product pricing, and interacting with customers.

- Responsible for a development budget of \$3 million.
- Established AT&T's WIN strategy and communicated it throughout the company globally.
- Directed the development of AT&T's Standalone Home Location Register (HLR) Service Control Point (SCP) product.
- Provided systems engineering support for WIN and Law Enforcement Compliance standards contributions to TR45 standards.
- Developed feature definition for WIN Trigger capabilities on the Autoplex System 1000®.

Director, New Business Opportunities

Led a team responsible for developing new business opportunities for software systems and communications technology. Duties included project management, interaction with customers, technical marketing, bid and proposal development, business case and economic analysis, negotiation of contracts, and management of staff.

- Identified over \$150 million in business opportunities for AT&T Network Systems.
- Defined the company's transportation business and technology software strategy. Developed the marketing and business plan for AT&T Network Systems.

Product Manager, International

Responsible for managing the systems engineering of the International Intelligent Network Services Control Point (SCP) database server. Duties included project management, interacting with customers, coordinating development organizations and systems engineering teams, preparation of system specifications, bid and proposal analysis, and system cost estimation.

- Planned the technical features for the SCP systems marketed worldwide representing \$40 million in annual revenues.
- Restructured the SCP's system evolution strategy to realize a \$5 million savings in development costs.
- Responsible for managing an annual department budget of over \$4 million. Instituted cost control procedures leading to a 10% reduction in annual expenses.
- Devised the technical strategy behind a \$1.9 billion project with UNITEL of Canada, ultimately sparking a 20% corporate merger.
- Created the system design for International Virtual Private Network (IVPN) service offered by AT&T worldwide.
- Managed the systems engineering design for the SCP system implemented in Italy, Spain, and the United Kingdom.
- Provided technical direction to staffs of 30 in the United Kingdom and 100 in the U.S.
- Negotiated technical contracts with NTT(Japan), LDITA (Taiwan), BT(United Kingdom), Telefonica(Spain), KTI(Korea), Singapore Telecom, Embratel(Brazil), and TelMex(Mexico).
- Arranged through U.S. Embassy officials and the Bangladesh government permission to offer a \$15 million 5ESS™ manufacturing joint venture proposal to that country.
- Prepared business case analyses and proposals for product sales to Japan, Taiwan, Korea, Singapore, Chile, Mexico, Germany, Spain, Italy, United Kingdom, and Canada.

Senior Systems Engineer, International

Responsible for developing new call routing systems for the AT&T domestic and international long distance communication networks. Duties included systems engineering, system modeling, business case & economic analysis, demand forecasting, presentations to management, and supervision of staff members.

- Led a team that developed Real Time Network Routing (RTNR), a voice and data traffic routing system for the 4ESS™ switching system serving the AT&T long distance and international networks, resulting in an annual revenue improvement of \$70 million.
- Developed and designed a software system used to engineer international voice and data networks worldwide.
- Managed the development of 4ESS™ system features that created diverse circuit switching between the U.S. and Caribbean nations.
- Invented procedures for flexible circuit switching between the U.S. and foreign countries.
- Created a network engineering methodology to size networks based on circuit agreements between the U.S. and foreign countries.

AT&T COMMUNICATIONS, Senior Staff Manager, Marketing (1983 - 1986)

Developed market analyses and forecasts of private line communication networks using the ACCUNET high capacity digital transmission technologies. Duties included network architecture and planning, pricing analyses, demand forecasting, economic studies, software development, presentations to management, and personnel supervision.

- Designed and developed the THOR system, used to provide forecasts of private-line digital networks utilizing the Digital Access Cross-connect system (DACS), and M24 and M44 multiplexing capabilities.
- Performed network design analyses of major customer private networks, including General Motors, Federal Express, Sears, and Merrill Lynch.
- Developed graphics processor to graphically display private line networks.

UNION CARBIDE, INC., Senior Industrial Engineer, National Logistics Center (1981-1983)

Developed enterprise resource planning (ERP) systems to manage the production and distribution of chemicals.

- Identified means of efficient stock transfer of product resulting in \$1.7 million savings.
- Developed software system to manage product inventories earning a \$3 million savings.
- Formulated process to derive distribution costs from the company's budget system.
- Devised computerized systems for integrating plant production with vehicle routing.

INDEPENDENT CONSULTANT (1978 - 1981)

Developed assessments, computer models, and software for about 10 different firms.