

## **JONATHAN K. JEFFERSON, D. Mgmt.**

### ACADEMIC ADMINISTRATIVE EXPERIENCE

Special Advisor to the President, Lesley, July 2023 to December 2023

Chief Academic Officer and Provost, Lesley, June 2020 to June 2023

Chair, Faculty Assembly, Lesley University, 2019-2020

Vice Chair, Faculty Assembly, Lesley University, 2018 to 2019

Special Consultant to President, Lesley University, 2018 to 2019

Chair, Region One, Accreditation Council for Business Schools and Programs (ACBSP), 2019-2020

Division Director, Business Management, Lesley University, 2015 to 2020

Director, Institute for Leadership, US Coast Guard Academy, 2010 to 2014

Dean, College of Business, Albany State University, 2009-2010

Dean, School of Business, Clark Atlanta University, 2004-2007

### CONSULTING EXPERIENCE

Director, BearingPoint, 2008 to 2009

Vice President and Officer, A.T. Kearney, 1997 to 2004

Partner, CSC Consulting, 1992 to 1994, 1996 to 1997

Manager, Price Waterhouse, 1989 to 1992

### CORPORATE EXPERIENCE

Executive Director, Strategic Planning and Corporate Development, BellSouth, 1994 to 1996

Manager, Business Analyst, Citibank Credit Services, 1984 to 1985

Member of Technical Staff, AT&T Bell Labs, 1982 to 1984, 1985 to 1989

### BOARD EXPERIENCE

Past Chair, Board of Trustees, W.L. Bonner College

Past Board Chair and President, Still Waters Youth Sinfo-Nia of Metro Atlanta

Past Superintendent, International Sunday School Association, Churches of Our Lord Jesus Christ of the Apostolic Faith, Inc.

Past Board Member, BellSouth Foundation

### ACCREDITATION EXPERIENCE

Accreditation Council for Business Schools and Programs, ACBSP, Division Director, College of Liberal Arts and Sciences, Lesley University, 2016-2018

Association to Advance Collegiate Schools of Business, AACSB, Senior Leadership Team, Department of Management, US Coast Guard Academy, Maintenance of Accreditation, 2013

Accreditation Council for Business Schools and Programs, ACBSP, Dean, College of Business, Albany State University, Maintenance of Accreditation, 2010

Association of Biblical Education, ABHE, Board Chair, Bonner College, Evaluation for initial accreditation, 2009

Association to Advance Collegiate Schools of Business, AACSB, Evaluation Team Member for Initial Accreditation for Delaware State University, 2006

Association to Advance Collegiate Schools of Business, AACSB, Dean, School of Business, Clark Atlanta University, Re-affirmation of Accreditation, 2005

Southern Association of Colleges and Schools, Inc. Commission on Colleges, Dean, School of Business, Clark Atlanta University, Re-affirmation of Accreditation, 2006

### SKILLS

- Strategic Planning and Implementation
- Academic Program Development
- Faculty Training and Development
- Student Success and Support
- Accreditation and Assessment
- Fundraising and Partnerships
- Change Management and Leadership Development
- Business Process Reengineering
- Financial Management and Budgeting
- Program and Project Management

### CERTIFICATIONS

Certified Manager, CM10200, Institute of Certified Professional Managers

Certified Leadership Challenge Facilitator

Certified Six Sigma Green Belt

Certified Master Career and Corporate Coach

Certified Behavioral Consultant

Certified Behavioral Analyst in Business Perspectives

Project Management Professional, P.M.P., passed exam, credential dormant.

Meyers-Briggs Type Indicator Facilitator

### PROFESSIONAL DEVELOPMENT

Fellow, HBCU Executive Leadership Institute, Clark Atlanta University, June 2021 to Present

Harvard Business Publishing, Participant-Centered Learning Seminar Part One, April 2012

Harvard Business Publishing, Participant-Centered Learning Seminar Part Two, June 2012

Certified Leadership Challenge Facilitator, December 2011

US Coast Guard Leadership Development Center, Senior Leadership Principles and Skills Course, July 2010

## HONORS

Delta Mu Delta, Business Honor Society, 2018

Dean of the Year (awarded by the faculty) College of Business, Albany State University, 2010

Featured in Black Enterprise Magazine April 2002

Speaker, Visions of the Future, North Atlanta High School, Class of 2000

Pi Mu Epsilon, Mathematics Honor Society

Beta Kappa Chi, Science Honor Society

Recipient of the Unity in Action Diversity Award from EDS Corporation 2000

Featured in Jet Magazine, Atlanta Daily World, and Atlanta Journal

Outstanding Leadership Award, Highway One Symphonic Society, Still Waters Youth Sinfo-Nia of Metropolitan Atlanta 2003

Outstanding Leadership Award, South Carolina Upstate Diocese Sunday School Association 2002

Outstanding and Dedicated Service Award, International Sunday School Association of the Church of Our Lord Jesus Christ of the Apostolic Faith, Inc 2004

## A SELECTED LIST OF COUNTRIES WORKED IN

### Canada

Toronto

Calgary

Edmonton

Vancouver

### Europe

England

France

Sweden

Amsterdam

Portugal

### South America

Brazil

Argentina

### China

Hong Kong

Beijing

Shenzhen

## A SELECTED LIST OF COMPANIES CONSULTED

### AT&T

Bell Laboratories (Lucent Technologies)

Global Business Communications Systems

Accessible Communications Services

Consumer Communications Services

Business Communications Services

Consumer Products

Bell Atlantic (Verizon)

BellSouth Corporation

Cincinnati Bell (Broadwing)

Citibank USA (Citigroup)

Computer Sciences Corporation

CSC Consulting

AT&T National Practice Group

Diversified Industries Group

C.S.C. Intelicom

### D.S.C. Communications

Edmonton Telephone (Telus—Canada)

Electronic Data Systems (EDS.)

Global One (Equant)

Nextel Communications

Price Waterhouse (Price Waterhouse Coopers)

PrimeCo Communications (Verizon Wireless)

Qwest Communications

Silicon Graphics (SGI.)

Sonae Telecom (Portugal)

State of Pennsylvania (Business Round Table)

Telefonica Argentina (Buenos Aires)

Winn Dixie

Worldcom

Worldcom International (London, England)

## RESEARCH AND PUBLICATIONS

### Peer Reviewed Journals

Martin, I., Naylor, A., Jefferson, J., David, N., Cavazos, A. (2015). A student perspective on trust and the leader-follower relationship: Implications for leader development. *Journal of Multidisciplinary Research*, 6 (2)

Jefferson, J., Martin, I., Owens, J. (2014) Leader Development Through Reading and Reflection. *Journal of Leadership Studies*. Vol. 8, No. 2.

Jefferson, Jonathan and Rogers, Michael (2010). Wanted: Leaders? Managers? Both? *Journal of Business and Education Leadership*. Vol. 2, No. 1

Moses, C., Jefferson, J., Creque, C. and Vest, D. Mentoring (2010). A Comparative Study of mentoring preferences at two schools of business serving students of color. *International Journal of Education Research*. Vol. 5, No. 2

Patten, Lynne and Jefferson, Jonathan. (2006). Standardized Testing: Is It Effective for African-American Business Students? *Southwestern Business Administration Journal*. Vol. 6, No. 2

### **Trade Publications**

Goulet, L., Jefferson, J., and Szwed, P. (2012). "Leadership Is Everybody's Business" *T+D Magazine*, Vol. 66, No. 7

### **Peer-Reviewed Proceedings**

Lopes, K., Jefferson, J., Schuster, M. (2014). An Exploratory Analysis of Crisis Leadership: Assessing an Active Shooter Exercise, *Eastern Academy of Management 2014 Conference Proceedings*

Goulet, L., Szwed, P. and Jefferson, J. (2011). Practice Review + Literature Review: The First Step in Building a Theory for LEADer Development, *Eastern Academy of Management 2011 Conference Proceedings*

Jefferson, J. and Rogers, M. (2010). Wanted: Leaders? Managers? Both? *American Society of Business and Behavioral Sciences 2010 Conference Proceedings*

Jefferson, Jonathan. (2009). Who is more important, stockholders or stakeholders? *Society for Advancement of Management 2009 International Business Conference Proceedings*

Moses, C., Jefferson, J., Creque, C. and Vest, D. Mentoring (2009). A Comparative Study of mentoring preferences at two schools of business serving students of color. *International Academy of Business and Public Administration Disciplines 2009 Conference Proceedings*

### **EDUCATION**

2008            Doctor of Management, Institute for Advanced Studies  
Colorado Technical University  
Major: Management

2005            Master of Science, Capella University  
Major: Organization and Management

1983            Master of Engineering, Cornell University  
Major: Operations Research and Industrial Engineering

1982            Bachelor of Science, with honors, Morehouse College  
Major: Mathematics

## TEACHING EXPERIENCE

### Lesley University

Business Negotiations  
Ethics and Social Responsibility  
Leadership  
Business Analytics I and II  
Operations Management  
Foundations of Management  
Linear Optimization  
Data Visualization  
Quantitative Modeling in Business

### US Coast Guard Academy

Organization Behavior and Leadership  
Lessons in Leadership  
Leadership Organization Development and Change  
Negotiations and Conflict Management  
Operation and Project Management

### Clark Atlanta University

Graduate Courses  
Business Research and Reports  
Executive Leadership  
Special Problems in Management

### Argosy University (online)

Doctoral Level  
Solutions to Organizational Challenges  
Solution-Oriented Decision Models  
Organization Behavior and Management Theory

### University of Phoenix

Associate Faculty Member - On-Campus  
Quantitative Reasoning for Business  
Integrated Business Topics (Strategy)  
Organizational Leadership  
Global Business Strategies

### Keiser University (online)

MBA 671 Leadership Development  
MBA 672 Human Resources  
MBA 577 Organizational Behavior  
MBA 673 Organization Chan

## EMPLOYMENT EXPERIENCES

LESLEY UNIVERSITY – Cambridge, MA

### **Special Advisor to the President**

Work with the President on special projects.

2015 to 2023

**July 2023 to December 2023**

### **Chief Academic Officer and Provost**

**July 2020 to June 2023**

Guided the establishment of overall directions for the university's academic programs. Anticipated future developments in higher education and their impact on the university. Identified threats and opportunities they pose. Evaluate the need inherent in meeting those challenges creatively and effectively. Responsible for ensuring the academic quality of all departments, programs, and services within and throughout academic affairs through appropriating and allocating necessary resources, overseeing hiring and evaluation activities, and establishing and coordinating policies and priorities.

Selected Projects:

1. Developed an Academic Business Model to minimize the total cost of operations and maximize contribution to the university.

2. Optimized our Strategic Portfolio of Academic Programs across the arts, mental health, and education to support our market uniqueness in the human arts.
3. Provided faculty training on inclusive, anti-racist, and culturally sustaining pedagogy.
4. Created an administration/faculty partnership structure.
5. Developed proactive advising, field placement, and partnership models and reporting.
6. Developed a full first-year experience and a second-year experience for all students that is centered on a diversity lens and education.

**College of Liberal Arts and Sciences**  
**Division Director, Business Management**  
**Professor of Management**

**2015 to 2020**

Provide leadership, management, vision, strategy, and direction to the Business Management Division in the College of Liberal Arts and Sciences at Lesley University, which has approximately 200 major and minor students. Responsible for the Bachelor of Science in Business Management and the Master of Science in Management programs. Redesigned and enhanced the BSBM program. Established specializations in Nonprofit Management and Human Resources Management for the MSM program. Led Business Management Division to achieve programmatic accreditation from Accreditation Council for Business Schools and Programs (ACBSP.)

**Selected Accomplishments:**

1. Designed and developed a new 4+1 MBA program that is non-location based and synchronous.
2. Managed the development and implementation of 21 graduate courses and six undergraduate courses.
3. Developed multiple courses—Business Analytics I & II, Operations Management, Quantitative Modeling in Business, Linear Optimization, Data Visualization
4. Led the implementation of the MSM degree program.
5. Completely redesigned and implemented the new BSBM degree program.
6. Developed the division's first program handbook.
7. Designed accelerated program—BSBM/MSM
8. Obtained programmatic accreditation from ACBSP in less than 24 months.

U S COAST GUARD ACADEMY – New London, CT

**2010 to 2014**

**Director, Institute for Leadership**  
**Professor of Management**

Responsible for all business development and management functions of the Institute, including fundraising, preparation, and execution of yearly and multi-year business plans, grant writing, and program development for faculty and cadets.

Participated in and supported all leadership development efforts at the Academy, including assessment of the leadership development program Guide to Officer and Leader Development and its components, reinforcement of the specific leadership elements to be taught (the WHAT), and design and reinforcement of HOW those elements should be taught and experienced by cadets in their 200-week program. Collaborated with the Commandant of Cadets, Dean, and the Athletic

Director, to review and assess the effectiveness of programs in each domain, to make recommendations to strengthen them or recommend replacing or deleting them.

Taught two sections of organization behavior and leadership and offered an elective focused on leadership development. Consulted as a subject matter expert, conducted academic research in leadership development, and published the results of that research.

Selected Accomplishments:

- Implemented leader development strategy based on LEAD: Learn from Theory, Experience through Practice, Analyze using Reflection, Deepen understanding through Mentoring
- Led the development of our Leader Development Playbook to assist the organization with leader development
- Established leader development assessments based on a leadership continuum of follower, role modeler, mentor, leader
- Developed 360 feedback survey to assess leader proficiency in specific leadership core competencies
- Created a Leadership Handbook with associated job aids to assist the organization with leader development experiences
- Created Leadership Journal to assist leaders with opportunities to reflect on leadership experiences
- Co-authored feature article in T+D Magazine entitled: Leadership Is Everybody's Business

ALBANY STATE UNIVERSITY – Albany, GA

2009 - 2010

**Dean, College of Business**

**Associate Professor of Business Management**

Provided leadership, management, vision, strategy, and direction to the College of Business at Albany State University, which had approximately 800 students, three department chairs, 15 faculty, two administrative assistants, and an executive assistant to the Dean. Managed a budget of \$2M.

BEARINGPOINT MANAGEMENT CONSULTANTS - Atlanta, GA

2008 – 2009

**Director, Strategy and Transformation Practice**

Responsible for and managed a wide range of consulting assignments covering business and information technology transformation, business process reengineering, operations improvement, cost reduction, strategic planning, post-merger integration, marketing and pricing strategy, enterprise portfolio management, performance metrics and dashboards, business and econometric modeling, business area analysis, business systems design, business and technical due diligence, and enterprise program management.

Consulted with the Healthcare division of a 27B (Euros) Global Manufacturing Company to double its EBITDA and implement program management excellence.

- Established a global program management office to include operations, finance and value, strategic portfolio management, communications, and change management.
- Worked with large programs to establish implementation plans and execute strategic goals and objectives.

- On-boarded more than 300M (Euros) under management within the global program management office.

THE JEFFERSON CONSULTING GROUP – Atlanta, GA

2007 – 2009

**Managing Director**

Consulted with a Fortune 50 Global Manufacturing Company to transform and reposition its Global Information Systems Group. Developed and implemented global integration/transition and enterprise program management office, including roles, responsibilities, methods, procedures, and processes, as well as managing a team of more than 30 client directors, executives, and consultants.

- Managed a portfolio of \$200M and more than 130 projects
- PMO functions included: Portfolio Management, Process and Strategy, Marketing and Communication, and Change Management.

CLARK ATLANTA UNIVERSITY – Atlanta, GA

2004 – 2007

**Dean, School of Business Administration**

**Professor of Management**

Transformed and repositioned the School of Business, increased corporate sponsorships, recruited 40% new professors, revitalized curriculum, established new business opportunities, and renovated building; Provided leadership, management, vision, strategy, and direction to the School of Business Administration at Clark Atlanta University which had approximately 1,100 undergraduate students and 105 graduate students; Managed an operating budget of \$5M. The School had an associate dean, six academic departments, three department chairs, 36 faculty, two directors, a placement director, two administrative assistants, two academic counselors, and an executive assistant to the Dean

Fundraising Accomplishments:

- Helped the School of Business Administration to obtain \$1M, its largest endowed scholarship gift for the MBA program from the AT&T Foundation.
- Raised more than \$300K in scholarships from multiple corporations and foundations.
- Helped to raise more than \$365K in scholarships, graduate assistantships, lab assistance, and tutors for our students through our annual Black-Tie Scholarship Gala.

In the area of Executive Education, I brought to the School of Business Administration:

- The National Urban League's Economic Opportunity Institute for Social Entrepreneurship, \$100K.
- The Executive Development Institute (EDI) of the International Brotherhood of Black Professional Fire Fighters for two summers grossing more than \$350K.
- The City of Atlanta's Rising Stars Leadership Development Program, \$185K.
- The MBA. Program for Working Professionals generated more than \$2.5M, of which \$675K went directly to Clark Atlanta University's bottom line.

Significant Accomplishments and Innovations:

1. New Faculty Model: We established a new teaching, research, and service paradigm so that the faculty can produce the research needed to maintain our accreditation, prepare for effective teaching and provide service to the students, School, and university. The model is the 2-2-1 model, which is two days of teaching, two days of research, and one day of service and consulting. We changed our standard teaching time to 75 minutes from 50 minutes. We



standardized all of our core business courses with common syllabi, common textbooks, common midterms and final exams, and pre and post-testing in all business core courses. This helped us to improve our curriculum, learning objectives, and outcomes and to increase the overall quality of the education we offered at the School of Business Administration.

2. Business Consulting Program: Graduate and undergraduate students engaged in a significant business project for an active client under realistic constraints. Conducted more than 14 consulting projects for Home Depot, Delta Airlines, DeKalb County government, the City of Atlanta, and the National Black MBA Association.
3. Leadership Education and Development (LEAD) Week: LEAD Week is a School of Business Administration program to expose our undergraduate and graduate students to leadership and professional development through innovative seminars, panel discussions, luncheons, and receptions with corporate partners, alumni, and corporate sponsors. More than 40 corporations participated, and over 30 alumni participated in the week of activities. One of the keynote luncheon speakers was Dr. Randal Pinkett, winner of "The Apprentice" and an extraordinary entrepreneur.
4. Financial Trading Center: The Trading Room offers firsthand exposure to the financial concepts of trading, portfolio construction, and risk management. The facility is comprised of 24 terminals arrayed on 24 trading desks. The facility is equipped with real-time data acquired through Bloomberg and Crystal Ball. The Trading Room is not only integrated into graduate and undergraduate courses but also is both a teaching and research center. Students trade in real-time against the markets by combining real-time data with trading. These same students can use the full complement of analytical tools to construct portfolios, develop trading strategies, and hedge financial and non-financial risks.
5. Collaborative Learning Rooms: Collaboration rooms provide a "think tank" environment for student development and enrichment outside of the classroom. Collaboration rooms allow students to work together in teams to discuss cases, develop presentations, study for exams, conduct analyses, and review concepts, ideas, and theories they developed and/or learned in the classroom.
6. Union Pacific Student Success Center: The Union Pacific Student Success Center is one of the centerpieces of our student-centered, quality-driven strategy to give our students the tools and skills necessary to be extraordinary business leaders and entrepreneurs. The Union Pacific Student Success Center is equipped with the latest technology and tools—Smart Podium, Smart Board, Pen Tablets, LCD projector, Smart Ideas Concept Mapping Software, MS Office XP Professional, Synchron Eyes Software, Dell computers, and wireless access—to enable innovative one-on-one and computer-based tutorial and instructional assistance services to our students and provide reference materials for our students including copies of all of the textbooks used in our courses.
7. While Clark Atlanta University has a well-established study abroad program and the School of Business Administration has an undergraduate international business concentration, the Graduate School of Business Administration established an international business option with an inaugural program in China in December/January 2006/2007. We took 25 students to Beijing to study international marketing and international business at Capitol Normal University. The students also visited Shanghai, Nanjing, and Wanjū. The students were immersed in education, culture, and commerce. With the success of the inaugural program, we are launching an international business concentration in the MBA program.

**Vice President**

Partner in the Communications and High-Tech Practice. Transformed companies' operations through cost management, business process reengineering, operations improvement, and process management; Rationalized business applications software portfolios to improve operational efficiency and reduce total cost of ownership; Designed, developed, and implemented change management interventions resulting from operational improvements and cost reductions; Worked on joint ventures/new businesses creation, product portfolio management, best practices/stages of excellence development and performance monitoring through key performance indicators and performance dashboards.

Selected Accomplishments:

- Identified over \$150M in savings implemented by the company for a major information technology services provider and co-led the reengineering of the corporate information technology function.
- Identified over \$200M in savings opportunities over a 3-year period for an Internet Broadband Communications Company and developed a set of integrated strategic measures to manage, monitor, and track product performance. Assessed limitations within the client's current capabilities and identified key performance indicators, enabling the client to monitor the end-to-end quality of products and services.
- Identified over \$90M in information technology savings for a major IT services provider, developed, managed, and executed an IT assessment of a major South American telephone company's technical infrastructure and business application portfolio to evaluate the potential of a joint venture between the two parties.
- Achieved about \$80 million over 24 months for a top 5 wireless carrier in North America, led the assessment, redesign, and implementation of the handset and accessories supply chain. Activities included developing should cost analysis of distribution and fulfillment and developing stages of excellence and best practices for handset supply chain management and reverse logistics.
- Identified over \$25M in savings opportunities for a Regional Bell Operating Company, designed, developed, and led the program management office for the diagnostic phase of a \$1.5B cost transformation initiative across customer markets, information technology, and network and corporate.
- Identified more than \$15M in savings opportunities for a major PCS CDMA wireless provider, managing the diagnosis and redesign of handset merchandise management and related supply chain processes. Activities included program management, operations redesign, and implementation planning.
- Project Officer for the design, development, and implementation of a service quality performance management dashboard for a major Internet broadband communications company. The dashboard was developed in HTML and Java.
- Project Officer for the pre-merger of two major communications companies. The engagement included divesting local products and services, developing a new product management organization, assessing the organizational capabilities across products, and developing a change management communications plan.

- For a major communications and financial services company, managed and executed the development of a sales force automation tools best practices study. Identified best-in-class vendors, methodologies, tools, and case studies.
- For a major inter-exchange carrier, led the assessment and developed a plan to consolidate and redesign the 15 billings systems used in the International market. This project resulted in a new billing strategy for the inter-exchange carrier
- For a new digital wireless global satellite start-up, managed the technical review and due diligence of the business operations support systems. The areas included are billing, customer care, service activation, partner care, and revenue assurance.
- For a major mid-Atlantic long-distance company developed, managed, and executed an application portfolio rationalization methodology to identify synergies across two merged companies. Rationalized the circuit order process and applications.

**COMPUTER SCIENCES CORPORATION** – Atlanta, GA

1996 – 1997

**Partner, CSC Consulting**

As the Director of Consulting Services for C.S.C. Intelicom, I not only managed a team of over 50 consultants in more than 7 locations but also managed over \$25M in revenue to the corporation. As a member of the executive operations committee of the company, I was responsible for setting strategy and direction and reengineering the consulting business.

- Managed a 60-person team in conducting a business systems design for a new workforce management system. Activities included program management, process consultation and coaching, and business integration

**BELLSOUTH CORPORATION** – Atlanta, GA

1994 - 1996

**Executive Director, Strategic Planning and Corporate Development**

Completely redesigned the strategy planning process and strategy development for the corporation. Helped the corporation to regain its strategic focus on the most critical business issues facing the corporation and established a strategy and business operations review program to focus on the issues and the revenue objectives of the corporation. Built a network of chief strategists and strategy planning departments across domestic operations, the core company, wireless operations, international operations, and enterprise companies.

Selected Accomplishments:

- Conducted a business reengineering effort to redesign the strategic management process in order to reduce the amount of senior executive management time required to review and approve the corporation's business strategy. Reduced the number of senior executive management review days from approximately 100 to 10
- Developed the BellSouth Strategy and Operations Review Program to monitor and manage the corporation's execution and achievement of its strategic initiatives
- Conducted a business operations development effort to form a joint venture to conduct operator services outsourcing for the telecommunications industry. Activities included program management, business engineering, and business integration
- Assisted in the development of the 5-year strategic plan for BellSouth International, including developing strategic priorities and redirecting its limited resources.

- Assisted Operator Services in developing new approaches to containing costs of providing information services
- Provided consulting advice and counsel on the role and strategy of wireless mobile data and how wireless mobile data fits within the strategic framework for the corporation.
- Helped BellSouth develop its evolving strategy for the directory line of business. Developed several strategies and policies for listing information and the combination of directories within the southeast region.

COMPUTER SCIENCES CORPORATION – Atlanta, GA

1992 – 1994

**Partner, Telecommunications Practice**

- Reengineered the sales and marketing functions for a Canadian telephone company to develop a new system for flexible product offerings and pricing. The new business processes included offer management, market management, customer sales, and service and billing
- Provided process redesign and reengineering expertise to a major northeast PBX manufacturer. Facilitated a team of more than 25 in redesigning and reengineering the order management, material logistics, manufacturing, and installation processes.
- Reengineered the Global Rates and Tariffs function for a major northeast telecommunications interexchange carrier. Reduced the amount of time required to administer rates and respond to clients by more than 50%.
- Reengineered the operations, implementation, operator services, and the Americans with Disabilities Act processes for the Accessible Communications Services Business Unit.
- Provided reengineering consultation and advice to a major northeast telecommunications interexchange carrier reengineering the 12 major processes that comprise its consumer communications services division. The business processes included business planning and customer segmentation, offer development and management, marketing program management, customer sales and service, customer fault and repair, configuration management, customer provisioning, customer inquiry, and service, call servicing and operator services, and billing payment and collections
- Developed the user requirements for a sales funnel management and lead tracking systems for 900 type services
- Facilitated a group of 30 users and developers responsible for establishing and prioritizing the business and user requirements for a new wireless handheld service dispatch and inventory control system.

PRICE WATERHOUSE – Philadelphia, PA

1989 – 1992

**Manager, Telecommunications Practice**

- Analyzed the relationship between telecommunications infrastructure and economic and business development for a major business executives' roundtable/lobbying group in the state of Pennsylvania. Interviewed business and economic development executives, educators, and healthcare providers to determine their telecommunications needs. Analyzed demographic and economic data to assess the impact of telecommunications on employment growth.
- Served as a telecommunications expert for a consortium of banks conducting a due diligence review of a major telecommunications equipment supplier located in the southwest. Reviewed

the market and product plans and forecasts, the transmission and switching product offerings, and the quality management program to evaluate reasonableness, fit and competitive threats.

- Redesigned the criteria and business requirements for outside plant equipment replacement for a mid-west telecommunications company. The redesigned process identified the selection criteria and planning decision logic to be applied to deploying new technology versus re-utilizing embedded facilities.
- Reengineered the cost separations process for a major mid-Atlantic telecommunications company. The reengineered process resulted in a 70% reduction in the number of people required to develop reports for the FCC.
- Reviewed the processing requirements and costs for the Trunk Integrated Record Keeping System (TIRKS) and the Plug-In Component System (PICS) for a mid-west telecommunications company evaluating outsourcing alternatives.
- Assisted a major mid-Atlantic telecommunications company in developing a product profitability system using activity-based costing and management. Specifically, developed the investment and cost components for assigning network cost and investment to products.
- Developed decision support system requirements, criteria, and methodology for a major mid-Atlantic telecommunications company. Developed a decision support system to predict the prices of competitive data communications products.

AT&T BELL LABORATORIES – Holmdel, NJ

1985 – 1989

**Member of Technical Staff**

- Developed mathematical models to predict the number and type of switches the Regional Bell Operating Companies would buy on an annual basis based on costs, vertical services, maintenance, and network evolution.
- Worked with NYNEX, SNET, and Pacific Bell on models to predict switch replacements in key markets within their respective regions.
- Develop econometric models to predict the construction budgets for the Regional Bell Operating Companies to predict equipment sales for AT&T

CITIBANK USA – New York, NY

1984 - 1985

**Manager, Credit Security Management**

- Built a model to optimize the regional configuration for the combined warning bulletin for Visa and MasterCard Associations.
- Built a model to predict high-risk states for Visa and high-risk zip codes for MasterCard for automatic online hot carding.

AT&T BELL LABORATORIES – Holmdel, NJ

1982 - 1984

**Member Technical Staff**

- Developed service viability assurance plans for the initial offering of advanced 800 services for AT&T
- Developed models to predict trunk requirements for local exchange companies