

## **EXECUTIVE SUMMARY**

- Seasoned business professor with over 10 years of experience in teaching undergraduate and graduate courses in business and management. Expert in curriculum development and delivery, student engagement, and assessment. Passionate about teaching and learning, and committed to preparing the next generation of business leaders.
- International business expertise, executive leadership of cross-functional teams in a small business environment and within big industry, creating long-term value for companies and customer end-users across multiple platforms and service sectors.
- Promotes responsible business practices with proven accomplishments in high-dollar value proposal development, risk assessment & mitigation, legal analysis, complex negotiations, strategic alliances and industrial partnering.

## **EXPERIENCE**

### **Colorado State University, Pueblo, Colorado**

#### ***Lecturer, Strategy & Ethics, Hasan School of Business 2016 – Present***

- Undergraduate courses: International Management, Ethics in Business, Strategic Management, Business Communications
- Graduate courses: Business Ethics, Graduate Writing for International Students, Negotiation, Corporate Strategy & Policy, International Business
- Doctorate courses: Healthcare: Ethics, Law and Policy, & Health Care Business & Finance

### **University of Colorado, Colorado Springs, Colorado**

#### ***Guest Lecturer, School of Business Summer 2016 & Summer 2019***

- Undergraduate courses: Business, Government, Law & Society

### **Independent Consultant, Colorado Springs, CO**

#### ***February 2013 – Present Attorney/Business Consultant***

- Providing industry leaders with comprehensive legal analysis and management guidance in the areas of risk assessment & mitigation, contract compliance, corporate planning, capture strategies and negotiation preparation in USG and international commercial environments.

### **Aleut Management Services, LLC, Colorado Springs, CO**

#### ***July 2011 – February 2013 Vice President, Contracts and Legal***

- Member of the Executive Leadership Team for an Alaskan Native Corporation, creating shareholder value for the Aleut Indians.
- Corporate Counsel for the Aleut Management Services (AMS) holding company and seven subsidiary businesses.
- Promoting compliance, business development and performance excellence for small disadvantaged businesses in the areas of Communications, Information Technology, Logistics, Base Operations, Space Systems and Environmental Support Systems.
- Ethics Officer for 300+ Aleut employees, promoting a cooperative work environment and ensuring full compliance with laws, regulations and company policies.
- Responsible for the operation and management of Cost and Pricing, Procurement and Contracts departments.
- Turned Around Non-Compliant Units. Business was threatened by rampant non-compliance with SBA regulations. Initiated comprehensive training and established reporting matrix, ensuring business units compliance, improving relationships with SBA. Developed 8(a) certification package for two new LLCs., increasing profit potential.
- Slashed Risk and Recovered Write-Offs. Company lacked transparency and faced ~\$25M in risk. Improved data verification, communication and accountability. Reduced existing exposure to \$12M and avoided new risk. Additionally, recovered \$900K in write-offs and losses.

### **BAE Systems, Inc., U.S. Combat Systems, York, PA**

#### ***Contracts Lead, Strategic & International Programs for Heavy Brigade Combat Team 2008 – 2011***

- Generated and delivered proposals to assist in the establishment of out-year customer budgets and for the pursuit of new business opportunities including new production, remanufacture/reset, engineering support, field service representative support, spares, and operational/technical manual deliverables.
- Responsible for all HBCT strategic and international efforts across multiple tracked platforms (Recovery, Mine Roller, Bradley, M88, M113 and M109).
- International specialist, contracts lead and customer liaison in the development of complex proposals, negotiations, and the

drafting and execution of international defense contracts.

- Direct experience with Singapore, Taiwan, Saudi Arabia and Israel.
- Provided guidance and assisted in the drafting of a cross-company KSA Reference Guide as Subject Matter Expert on Saudi Arabia.
- Appointed to HBCT Advisory Committee for the promotion of business initiatives across the directorate and to develop a central knowledge repository.
- Bronze Winner of 2010 Chairman's Award in the category of Supporting Our Total Performance Culture for Building New Business Markets.
- Drafted Contracts procedure for the implementation of Export Credit Risk Insurance for implementation across all U.S. platforms.
- Guest speaker for USCS at Global Commercial Conference in Riyadh, Saudi Arabia.
- Expanded International Business Opportunities. Lacking internal international expertise, BAE focused on domestic contracts. Developed collaborative business relationships in Singapore, Saudi Arabia, Taiwan and Brazil, delivering \$6.7B in proposals. Improved profit potential ~30% in new global markets.
- Boosted Competitive Edge. BAE sought to leverage external industrial partnerships. Hand-picked to direct project due to in-depth understanding. Developed tool to manage alliances and assess commercial potential, capturing 200+ relationships across six business units and improving intelligence sharing. Nominated for Chairman's Award.

***Ethics Officer, York facility & US Combat Systems 2009 – 2010 (Appointed Position)***

- Responsible for oversight of twelve sites throughout the U.S. and management of local Ethics Officers.
- Ensured compliance with company policies and procedures.
- Facilitated communication and information exchange with the corporate office, operating groups and line of business ethics offices.
- Resolved and/or fielded issues, complaints, reports and/or concerns of 2,000 salaried and bargaining unit employees.
- Coordinated and conducted investigations; monitored case and investigation progress; resolved and closed cases; maintained statistics on all potential ethics violations; and insured compliance with internal policies and procedures.
- Supported and fostered a cooperative work environment promoting high ethical standards and full compliance with laws, regulations and policies.

**University of Maryland University College, Adelphi, Maryland**

***Adjunct Professor, School of Global Business and Public Policy 2005 – 2008***

- Undergraduate courses: Business Law and International Business Management

**Northrop Grumman Corp. – Electronic Systems, Linthicum, Maryland**

***Contracts, APG68 Radar International 2004 – 2008***

- Contracts Lead for direct commercial international contracts for F-16 Legacy/APG68(V)9 Radar program. Drafted, negotiated and administered contract documents including Proprietary Information Exchange Agreements, Transportation Plans for classified assets, Letters of Credit and Bank Guarantees.
- Customer liaison and company representative for Embassy visits with direct experience with Singapore, Taiwan, Argentina, Oman, Bahrain, Greece, Pakistan, Israel and Chile.
- Managed Complex International Agreements and Export Licensing. Northrop Grumman lacked export license oversight on F16 platform. Assumed control of 75 Department of State licenses, including DSP-5, 61, 73, 85, TAAs and MLAs in Asia, South America, the Middle East and Europe, ensuring compliance and accuracy.

**EDUCATION**

**University of Maryland School of Law, J.D., May 2001**

**University of Maryland University College, M.S., International Management, July 1996**

**University of Maryland University College, B.S., Business Management, July 1993**

**CERTIFICATIONS**

Master's Certification in Commercial Contracts Management, Villanova University, July 2009

Master's Certification in Government Contracts Management, Villanova University, July 2009

**PERSONAL**

**M-NCPPC, Center Ice, & Lakeforest Ice Arena, Washington D.C. metro area**

**1983 – 2002 *Independent Contractor, Professional Figure Skater***

## **Industry & Corporate Experience**

### ○ ***Corporate Governance:***

- Vice President & member of the Executive Leadership Team
- Monthly communication to the CEO and quarterly Board of Directors briefings
- Organizational planning – development of programmatic goals (strategic & tactical)
- Reorganization planning & implementation
- Adherence to the corporate operational framework
- Promotion of shareholder value
- Owner of risk register – counsel, documentation, maintenance, and retirement of risks

### ○ ***Functional Management (Legal, Contracts, Procurement, and Cost & Pricing):***

- Budget development for and the day-to-day management and coordination/collaboration of departments
- Creation and implementation of functional training matrix
- Cross-functional communication of strategic vision and programmatic direction
- Staff empowerment and creativity through task/project delegation and promotion of a respectful work environment

### ○ ***Legal:***

- Risk – counsel, avoidance, mitigation, and write-off recovery
- Compliance with corporate policy, Small Business Administration (SBA) regulations, and federal, state, and local laws
- Contracts & Subcontracts – drafting, review, negotiation, maintenance
- Vendors & Suppliers – qualification/certification, negotiation of universal agreements, insurance verification, compliance with prime contract
- Proposals – Rough Order of Magnitude (ROM) development, RFP/RFQ review, evaluation and approval of technical and price volumes for risk and compliance
- Supervision of outside counsel, oversight of claims/litigation, conflict resolution, and management of employee and other grievances
- Policies & Procedures – drafting, communication, and implementation

### ○ ***Relationship Building:***

- Customer/Client Liaison – Internal functional areas, USG Contracting Officers, SBA representatives, Israeli Mission to the United States, Embassies of Bahrain & Pakistan, and various Ministry of Defense customers abroad
- Industry partnerships – teaming agreements, joint ventures, and strategic alliances
- Direct reports – promotion of trust and mutual respect through development, opportunity, and role modeling

○ ***Ethics & Responsible Business Practices:***

- Appointed Ethics Officer for 3,000+ union and non-union employees
- Development & implementation of training
- Code of Conduct policy/manual
- Investigation and resolution of violations
- Documentation and record keeping
- Coordination with internal functional areas

○ ***Training***

- Development & Presentation of Training Materials: Truth in Negotiations Act (TINA), Foreign Corrupt Practices Act (FCPA), False Claims Act (FCA), International Traffic in Arms Regulations (ITAR), SBA 8(a), Ethics, Responsible Business Practices