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EDUCATION: Bachelor of Electrical Engineering, Union College, Schenectady, NY, 1965
Master of Science in Engineering (Computer Science), Union College, 1972

EMPLOYMENT:

1984-Present **Consultant** and speaker. Local and international clients in image systems, workflow and business process management, electronic business records, and other computer technologies. (Part time with employer approval during periods of full-time employment.)

1995-2005 **CSC Financial Services Group, Austin, Texas** (a unit of Computer Sciences Corporation, formerly CSC Continuum, and The Continuum Company).
August 1995 "Principal Consultant," providing consulting, planning, training, and marketing support for
- January 2005 image, work management, and call center systems, as well as document and records management. In addition, he is often involved in the configuration, conversion, and integration of these systems, and operational audits.

1982-1995 **USAA Information Services, San Antonio, Texas.**
October 1991 "Senior Director, Enterprise Systems Planning and Architecture." Develop and document the
- August 1995 long term, high level technical plan for all USAA enterprise-wide computer systems and utilities. Directly involved in incorporating image, work management, distributed computing, telecommunications, publishing, and multimedia into information system.

January 1988 "Senior Director, Image Technology." Implement IBM's first large image system for filing mail
- October 1991 and computer output on optical disc for insurance underwriting and policy service; world's largest system with over 1,500 terminals serving 2,500 users. Today that system supports over 20,000 users with access to over 4.2 billion pages of documents.

October 1982 "Manager, Systems Research." Explore and test new computer technologies.
- December 1987

- Managed the Image Systems Research projects, including software development and production use of two prototype image systems.
- Implemented a pilot system to store mainframe data on optical discs.
- Evaluated expert systems, data driven system design, intelligent workstations, OCR, voice recognition, direct customer access. (Supervised other project leaders.)
- Lead the Systems Architecture Study to determine long term hardware and software direction for the primary enterprise systems.
- Managed the Advanced Technology (R&D) staff of up to 13 employees plus consultants.

1978-1982 **Systems & Computer Technology Corporation, Malvern Pennsylvania,**
"Principal Consultant." About 25% of the time was spent on operational audits and other consulting, and about 75% of the time at clients' sites in the management roles listed below.
August 1980 "Executive Director" Trinco, Inc., San Antonio, Texas, a commercial computer service company
- October 1982 owned by Trinity University. As an SCT employee, managed the facility (CIO), built the plan, improved systems, and reoriented it from commercial work to in-house services.

- Developed the business plan that ultimately led to elimination of commercial services.
- Reduced staff from 53 to 25 in 2 years, terminated or sold over 1,300 contract customers without ill-will or legal action.
- Installed three major new applications; stabilized others.

February 1978 "Associate Director," Temple University Computer Activity, Philadelphia, Pennsylvania.
- July 1980 Contract Facilities Manager - Temple outsourced computing to SCT.

- Manager of computer services and operations.
- Replaced two obsolete mainframe computer systems with four new systems, including needs analysis, negotiated purchase, software conversion, and installation.
- Documented and implemented operating procedures and personnel policies.

1969-1978**University of Virginia, Charlottesville, Virginia**

July 1972
- February 1978

"Director of Computer Services and Associate Professor." Provided business and scientific computer services (including microfilm and graphics operations) for the University of Virginia and 30 other non-profit organizations throughout Virginia.

- Provided computer operations, consulting, programming, hardware maintenance, and software support. Services increased 250% over 6 years, with only 20% budget increase.
- Competitive procurement and installation of four mainframe systems, plus relocation of another, without disrupting services.

December 1969
- June 1972

"Manager of Programming and Systems and Lecturer." Functioned as the assistant director of the academic computer center.

- Led selection and installation of two mainframe systems. Stabilized software support staff with 20% staff reduction despite additional systems. Built a contract-programming group.
- Taught Fortran, Algol, Assembler programming, JCL, and Data Communications.

1965-1969**Union College, Schenectady, New York.**

September 1968
- December 1969

"Lecturer in Electrical Engineering." Full time teacher in the computer sciences. Lectured and consulted in Brazil for 5 months as the "IBM World Trade Corporation Visiting Professor," on a faculty exchange between Union College and Instituto Tecnológico de Aeronautica (ITA).

June 1965
- August 1968

"Director of Computer and Data Processing Services and Instructor." As the first full-time director, established the computer center and managed all computer activities for administration, instruction, and research.

- Converted from a small second-generation computer system and punched card "tab" shop to an integrated third generation mainframe system. Services and staff increased about five-fold in three years. New systems included payroll, student records & scheduling, admissions, alumni records, mailings, and gift accounting.
- Taught programming; started six new college courses. Developed an instructional computer language and software.
- Part time consultant to General Electric in Schenectady and Phoenix.

RELATED PROFESSIONAL ACTIVITIES:**Association for Information and Image Management (AIIM):**

1996 - Present Member of the National Standards Council, voting on all image and microfilm standards.
1997 Master of Information Technologies
1989 - 1995 Member of the "Standards Board" to manage and review development of domestic and international image and microfilm standards

1992 - 1995 **USAA Information Services Fellow:** "President's Circle" of 12 Honorary Advisors to USAA Senior Management

1989 - 1991 **IBM Corporation:** "Customer Advisory Council" on document image systems

Workflow Management Coalition (WfMC):

April 2003 Elected fellow of the Workflow Management Coalition. Continue as an officer of the WfMC
1998 - 2003 CSC Representative, Chair of the External Relations Committee

January 2006