

## SUMMARY

With over 20 years of operations and technology experience in rapidly growing and new and established companies, I offer practical experience in successfully optimizing technology-based operations. Having held executive positions with a strong focus on effective execution, best practice processes, managing with metrics and open, direct communication, my principal strength is providing leadership and strategic direction that results in building strong, high performing, passionate and effective teams.

- Operational and organizational restructuring
- Lean Company and Six Sigma style leadership
- Recruiting and mentoring of staff and teams
- Development of standards, policies, procedures
- Program, product and project management
- Budget development and accountability
- Client, Partner and Vendor relationship management
- Opportunity assessment and strategic planning
- Sales, Marketing & Business Development support
- Presentations to board members, analysts, investors
- Merger and acquisition due diligence
- Internet business and eCommerce development
- Web development and web site operations
- Technology selection, implementation, management

## PROFESSIONAL EXPERIENCE

### **CSTV Online, Inc. (a division of CSTV Networks, recently acquired by CBS Corporation) 2004 to Present** Sr. Technology Consultant

CSTV Networks, Inc. is the leading digital sports media company, connecting more fans to more college sports than any other company. Its many platforms for programming distribution include CSTV: College Sports TV, televising regular-season and championship events for 35 men's and women's college sports; CSTV Online: its network of nearly 250 official athletic sites; CSTV All Access, online and pay-per-view subscription services providing live audio and video of more than 6,000 events annually; as well as satellite television and radio, in-flight entertainment, wireless networks and more. Effective, January, 2006 CSTV Networks, Inc. was acquired by CBS Corporation.

In early 2004, CSTV (based in NY) acquired CollegeSports.com (based in Carlsbad, CA) the #1 online source for college sports news and content. CSTV's network of over 250 collegiate sports web sites receive over 11 million unique visitors and 157 million page views each month. As the Senior Technology Consultant, I provided leadership and direction for the California-based Internet operations. Key responsibilities during this time included:

- **Personnel Management:** Hire and de-hire as necessary to assure a successful transition of the technology team to their new owner. Manage day-to-day human resource issues (temp and permanent staffing, vacations, staff meetings, employee concerns, etc.)
- **Technology Operations Management:** Evaluate existing technology infrastructure (Internet and Office systems) and make recommendations to assure anticipated growth would be successful. Implement 24/7 support procedures and contingency plans.
- **Infrastructure Upgrades:** Research, negotiate, acquire and implement major infrastructure upgrades at the Internet Network Operations Center.
- **Vendor Management:** Research and negotiate contracts and relationships to enable outsourcing of application development, application support and alternative application hosting where feasible.
- **Project Management:** Evaluate and manage requests for programming and/or other application or web site development. Document and manage key projects requiring software engineering.
- **Budget Accountability:** Revise and submit budgets for Capital Expenses and G&A each quarter. Coordinate purchasing and related accounting follow up.

**ProfitLine, Inc.**  
Vice President, Operations

**2003 to 2004**

ProfitLine provides large enterprises with telecom expense management services including bill management, bill audit, cost allocation and telecom inventory management through an outsourced service model. As Vice President of Operations I was responsible for sales support, project implementation, and day-to-day service delivery. Between 2003 and 2004 my teams migrated our legacy clients to a new data processing platform and doubled our client base, including primarily fortune 500-1000 clients like Merrill Lynch, Starbucks, Ernst & Young, S.C. Johnson and The Gap to name a few. In 2004 we began transitioning much of our routine data processing functions to an offshore partner in India. My day-to-day responsibilities included oversight and hands-on management for:

- Sales Support: Review and respond to RFP's, prospect demos and presentations, contract reviews.
- Service Implementation: Direct new client Project Management including client orientation, project definition, project execution and helping clients transition their existing processes to an outsourced model.
- Service Delivery: Assure accurate and timely processing of telecom bills, posting of client reports and reconciliation of telecom vendor billing anomalies.
- Performance Measurement: Monitor and measure quantity and quality of services by team member, client and entire company with daily, weekly, monthly and YTD reporting and accountability.
- Resource Management: Recruit, hire, train and mentor team members ranging from temporary, hourly staff to permanent, Director level managers. Streamline operations through organizational and procedural changes as well as onshore and offshore partner relationships.
- Product Development: Work closely with Software Engineering teams to develop specifications and enhancements to facilitate more robust and efficient data processing infrastructure.

**CollegeClub.com**

**1999 to 2002**

Sr. Vice President and Chief Information Officer (acting Chief Technology Officer)

During 1999 CollegeClub.com grew to become the #1 college-oriented web site among 18-24 year olds. My team built a communication and community portal that also provided eCommerce and academic features targeted to this highly-valued demographic. With over 3.5 million registered members, 262 million page views per month and 3.3 million unique visitors per month, Media Metrix, PC Data Online, Nielsen/NetRatings and ABC Interactive all agreed that our site ranked within the top 50 of all web sites.

As the senior technology officer I provided the technology vision and leadership for the company. I had overall responsibility for the development, integration, maintenance and operation of the CollegeClub.com network of web sites. These sites included collegeclub.com, highschoolclub.com, collegestore.com, collegestudent.com, estudentloan.com, absolutelyscholarships.com, vercity.com and izio.com.

In concert with other key executive leaders in Sales, Marketing, Finance and Business Development, I developed business objectives, budgets and timelines that supported the growth and evolution of the company's business model. I drove all elements of technology strategy development and integration, executed and managed key technology partnerships, defined business processes, and recruited technical talent. Specific responsibilities included:

- Collaborated with executive management in translating market needs into long-term product strategy with scalable, reliable, quality deliverables. Developed systems that measured product success and that maximized revenue streams and profitability.
- Managed product life cycle, including: product design, software development, testing & quality assurance, usability, documentation, production and installation readiness, configuration management, deployment, systems administration and operations.
- Recruited and lead technical talent, including Web Developers, Software Engineers, Database Administrators, Network Engineers, Quality Assurance, Data Warehouse Management, and technical Project Managers.
- Assessed "buy vs. build vs. partner" product development strategies. Interfaced with and managed outside consultants, web development firms and strategic technology partnerships.
- Developed and implemented business processes that supported a best practices approach to Internet web site development and operations. Created a solid technology infrastructure capable of maintaining a top 10 web site and capable of hosting additional web properties.
- Represented the company's technology position in presentations to the Board of Directors, industry and financial analysts, investors and potential partners.
- Assisted the CFO and other senior executives with due diligence surrounding CollegeClub.com's IPO.

**QUALCOMM, Inc.**

**August, 1997 to May, 1999**

Director of Information Technology / Internet Business and Electronic Commerce

- Provided Internet technology leadership, direction and consulting to the Company's decentralized business units in order to build a consistent approach to web development and deployment.
- Recruited and managed a centralized team of software engineers, web developers and project managers that developed, educated and communicated standards and best practices for web development throughout the organization.
- Developed the Internet Council to foster collaboration, communication and re-use of software components across the company.
- Negotiated enterprise-wide contracts for Internet related hardware, software and consulting purchases.
- Planned and lead the development of the company's corporate Intranet, Extranets for Engineering collaboration, Extranets for B2B business process improvements in the Consumer Products Division, and a web store for consumers to purchase cell phone accessories.

**First Virtual Holdings, Inc.**

**February, 1996 to August, 1997**

Director of Operations and Information Systems

- First Virtual was an ECommerce pioneer when their VirtualPIN secure payment concept began in 1994.
- Built the Internet, Intranet, network and desktop computing and support infrastructure to support the more than 300% growth of the company during their first year in San Diego. Managed \$17M department budget.
- Assisted the CFO and other executives with due diligence surrounding First Virtual's IPO.
- Developed and maintained VPINCentral and OneVirtualPlace web stores to support business development, marketing, and customer service initiatives.
- Created and implemented business-to-business and business-to-consumer customer support processes that reduced Help Desk traffic so that over 92% of all requests were resolved the same day via email. Reduced 800# phone support so that only 2% of all Help Desk activity required human intervention.

**BioData, Inc.**

**July, 1995 to February, 1996**

Director of Operations and Information Technology

- Established the regional office in San Diego for this San Francisco-based Internet Technology outsourcing startup. Responsibilities included acquiring office facilities, computing systems and technical personnel.
- Increased the profitability of the San Diego customer base by over 200% in the first six months by excelling at customer service and satisfaction, developing new customer base from referrals and cultivating incremental business from existing customer sites.

**ComputerLand of San Diego**

**1984 to July, 1995**

Vice President, Technical Services

- Developed and implemented a strategic plan for changing the focus of this \$25 million value-added reseller from hardware solutions to technical outsourcing. Analyzed competition and designed products and marketing programs to promote the sale of service, support, network, and computer automation expertise.
- Developed Technical Services organization to service corporate accounts. Customer satisfaction rating was consistently over 95%. Gross revenue from Services increased from less than 10% in 1993 to more than 38% in 1995.
- Other positions held during the 11-years there included Director of Business Services, Manager of Network Engineering, Manager of Information Systems, Manager of Technical Support, and Corporate Sales Manager

**CCH Computax Systems**

**1979 to 1984**

Director of Technical Services

- Managed Software Quality Assurance, Technical Support Services, Customer Support Help Desk, Customer Education Services.
- Reduced software product support costs and increased customer satisfaction by creating a Help Desk support infrastructure where calls were answered within 10 minutes.