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## Biography



I have just completed a successful engagement as the interim CEO for Tampa Bay Co-Pack, a contract beverage manufacturer providing blending, processing, bottling, packing, warehousing, fulfillment and distribution services. The company's situation was dire at the outset, as I inherited a dysfunctional organization and a highly-unprofitable enterprise. My challenges included rapidly assessing the existing management team, all systems, procedures and market opportunities. Discharging the management team quickly became the highest priority as this set the stage for rebuilding trust at all levels of the organization and deeply involving existing talent in the optimization of each process to yield quality and efficiency. In less than a year, I accomplished the goals that were laid out for me, and we expect Tampa Bay Co-Pack to operate profitably for the first time in 2012 and to blossom in the years to come.

My accomplishments at Tampa Bay Co-Pack are typical of my experiences over the past decade. In manufacturing, high technology, higher education, distribution and other industry sectors, I have been engaged to correct serious issues in complex and demanding organizations. Whether these challenges originated in personnel matters, technology implementations, internal systems or organizational design, I have provided the leadership and vision required to identify and solve endemic problems. In case after case, I have led by example and infused the organization with a culture of success.

While creating excellence is my trademark, I have a special passion for doing so in segments related to education. I greatly enjoyed the opportunity to partner with the president of Link Systems International to help them enter the Business Intelligence sector of software for higher education. Link Systems has been providing software solutions to the education market since 1995 but my efforts opened the door to expanding into an entirely new industry segment.

As a Vice President for Kaplan University, I successfully managed all facets of graduate and undergraduate programs for education related to Business and Technology. My direct and indirect reports included three of the University's Deans, 85 full time and more than 500 part time faculty members, plus an administrative staff of 70. I was responsible for all aspects of a \$250 million business unit including P&L management, business strategy, compliance, accreditation, organizational development, and student retention. Under my leadership, revenue from my programs grew by almost 70% and student retention increased by 25%.

My work at Kaplan also demonstrated my ability to apply skills from other experiences and diverse work environments to new situations as I successfully led a transformation using a Six Sigma approach, thus creating an organization driven to achieve continuous improvement and student success. I focused my team on two key objectives, the first of which was student success. This required bringing together faculty, department chairs and the University administration; I used hard data and a variety of analytical techniques to identify opportunities for improvement, then created the critical alignment required to achieve success. My second objective was excellence in process execution. To achieve this goal, I reorganized the administrative staff creating specialized roles, which permitted each team member to deliver high performance in a specific area of responsibility in support of student success and faculty performance.

My accomplishments of the past decade are built on a foundation of experience that began at Procter & Gamble (P&G), a Fortune 25 company with annual revenue of \$80 billion, where I was a team leader at both world-wide headquarters and for manufacturing assignments. Within P&G, I supported business areas such as: Accounting, Transportation, Manufacturing, and the IT organization. From my first opportunities at P&G, I have sought to learn from each engagement and acquire new skills.

I am clearly a change agent with an ability to drive business results. With 30 years of experience, I am able to apply both leadership and management expertise in almost any business environment from Fortune 100 board rooms to entrepreneurial startups. This range of experience, coupled with a deep understanding of technology and a keen ability to analyze key business needs provides me with a unique ability to craft business strategy, to make great decisions, and to produce superior results. Additionally, I am recognized for developing leaders and building strong, flexible, and enduring organizations.