



## **ENELOW–KURSMARK EXECUTIVE RESUME TOOLKIT**

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### **Resumes for New MBA Graduates**

Congratulations on earning your Master of Business Administration degree! The MBA is without a doubt the premier credential for today's business leaders, and you have opened the door to tremendous new career opportunities.

In preparing your resume, you might struggle with just how to position your new MBA. Should it come before or after your Professional Experience? Should you include significant class projects, case studies, or team competitions? Do you need to list the classes that you took or any specific details about the MBA program at the Stephen M. Ross School of Business at the University of Michigan?

Like so much else in resume writing, the answer to these questions is, "It depends." As we have discussed in this Toolkit, many factors come into play in compiling a winning executive resume. Consider the following guidelines as just that—guidelines. They explain proven strategies that we have used for a vast number of new MBAs.

As you might imagine, the approach for presenting your education will vary depending on where you are in your career. Are you a traditional MBA graduate who has continued directly from your Bachelor's program to your MBA? Have you worked for several years and then returned to earn your MBA? Did you earn your degree after years and years of experience as a senior executive?

Review the following recommendations for your particular situation, and then examine all of the resumes in this section to find the right format and positioning to best present your value to a potential employer.

#### **Young MBA**

You pursued business school immediately after college or within a few years of graduation. You have a limited amount of professional experience in entry- to mid-level jobs.

## RECOMMENDATIONS:

- **Position your MBA up front.** Emphasize your strongest credential—your premier business degree—by placing the Education section of your resume toward the top, immediately below your Profile.
- **Include MBA details.** Because your Professional Experience is limited, the projects, case studies, and assignments that comprised your MBA program allow you to demonstrate that you have worked on a variety of business problems. Be sure to highlight your leadership roles, awards, or other recognition, and any measurable outcomes.
- **Position yourself for a career change.** If you are making a radical change from your past jobs to a new career in business, consider yourself in this “Young MBA” category regardless of your age. The most important consideration is that your MBA is your primary qualification, and any work experience that you have is secondary. Your past experience can certainly be presented as added value, but don’t confuse your readers by presenting yourself as one thing (your past profession) when, in fact, you wish to be viewed as something else (your new business career objective).

*Examples:* Ronald Jarvis, page 6; Meredith Holland, page 8.

## Mid-Career MBA (Education Sabbatical)

You returned to school after a number of years in the work force, leaving your most recent job to pursue your education full time. Now, although your experience is strong and relevant, your resume shows a gap in employment.

## RECOMMENDATIONS:

- **Position your MBA up front.** Instantly communicate what you’ve been doing while out of the work force (earning your MBA), rather than create a negative first impression by showing two or more years of unemployment as the first thing on your resume.
- **Include MBA details as appropriate.** Depending on the strength and relevance of your work experience, you might wish to include your notable MBA activities that will help support your case for the jobs you are currently seeking.
- **Emphasize work experience.** Your work experience is a strong qualification! It will give you a competitive advantage over other new MBAs who cannot demonstrate solid professional experience and significant contributions in corporate settings. As such, be sure to create a rich Professional Experience section that details the business challenges you faced and the results you delivered.

*Examples:* Luis Granado, page 10; Roxanne Lowe, page 12.

## Mid-Career MBA (Continuous Employment)

You returned to school after a number of years in the work force, combining your MBA studies with continuous full-time or part-time employment in professional roles that relate to your current goals.

## RECOMMENDATIONS:

- **Position work experience prominently.** Follow your Profile with your Professional Experience (rather than your Education). Placing Education first signals that you are a new grad, and while this might be true, your MBA is not your primary qualification. Your relevant work experience—with or without an MBA—qualifies you for similar roles or for the next step in your career. Thus, your work history should take center stage on the resume.
- **Mention MBA near the top of your resume.** Although we recommend that your Professional Experience be featured more prominently than your Education, make sure readers know that you have this credential. One easy way is to include a simple mention in your Profile (see Lee Wong's resume on page 20). Another option is to briefly position Education up front (below your Profile); just be careful that it doesn't dominate the Professional Experience that is your greatest value.

**Examples:** Robert Anders, page 14; Cynthia Williams, page 16; Anthony Caruso, page 18.

## Experienced Executive

You have been working at the executive level and decided to pursue your MBA to be certain that you are competitive for the senior-level jobs you are targeting as you continue to move up the corporate ladder.

## RECOMMENDATIONS:

- **Position Professional Experience first.** Just as for mid-career MBA grads, your work experience is your primary qualification. Because the MBA is simply the "icing on the cake," your resume should focus on the significant experience and relevant accomplishments of your career, while the Education section should appear toward the end of your resume, as an important credential but not your most valuable asset.
- **Judiciously present MBA details.** For many senior executives, the best choice is simply to list the MBA along with your undergraduate degree and provide no further details—perhaps not even your date of graduation. This strategy keeps the emphasis on your experience and positions the MBA almost as an "of course" credential. In fact, if you skim through the resumes in the other sections of this Toolkit, you will notice many such Education sections. You don't know when these executive earned their degrees, and it doesn't matter!

For others, it is helpful to include notable MBA projects and achievements, to round out the experience or to indicate a drive for continuous professional development. Just be careful not to go into too much detail, or you stand the risk of positioning yourself as a new grad rather than an experienced executive.

**Examples:** Lee Wong, page 20; Irina McCarver, page 22; A.J. Singh, page 24.

## RESUMES FOR NEW MBA GRADUATES

	Page
<b>1. Ronald L. Jarvis</b>	<b>6</b>
MBA studies are featured prominently on page 1, with projects detailed to show both activities and results. From his professional experience as a chemist, Ron has pulled out the relevant activities and accomplishments that support his current goal of a marketing job.	
<b>2. Meredith Holland</b>	<b>8</b>
Master's-level education appears just under the Summary, followed by an entire section of "relevant" Professional Experience. Although this was performed while in school, it gives Meredith an edge over other new grads who might not have the consulting, research, and teaching experience she has in her field of applied economics.	
<b>3. Luis Granado</b>	<b>10</b>
Luis had returned to school for his MBA after more than 15 years in the retail oil and gas business. Because he now wants to change industries, his education is positioned up front to keep employers focused on what he <i>can</i> do, not just what he <i>has</i> done.	
<b>4. Roxanne Lowe</b>	<b>12</b>
Roxanne created a rich Education section to highlight her MBA and instantly communicate what she had been doing since leaving her employer two years ago. Because her prior experience was in marketing, she is well positioned to return to the corporate world at the executive level.	
<b>5. Robert Anders</b>	<b>14</b>
Combining MBA studies at a prestigious university with a demanding full-time job, Robert had excelled in both arenas. He elected to create a brief Education section up front to highlight his "blue-chip" academic credentials yet allow the bulk of page 1 to be devoted to his career at Procter & Gamble.	
<b>6. Cynthia Williams</b>	<b>16</b>
Cynthia decided to position Education up front because her degree focused on technology commercialization, an area she wanted to pursue. This resume also positions her as a strong candidate in the healthcare arena, where she has the bulk of her experience.	
<b>7. Anthony Caruso</b>	<b>18</b>
Anthony included a brief Education section toward the top of his resume because he wanted to emphasize his studies in entrepreneurship—an area that he thought would help balance his career spent in large traditional financial institutions.	

- 8. Lee Wong** **20**  
An experienced business executive and management consultant, Lee led the resume with an accomplishment-rich Experience section and positioned his MBA toward the bottom of page 2.
- 9. Irina McCarver** **22**  
Although Irina places her Education section at the end, she includes mention of her MBA studies in the “Performance Highlights” section on page 1.
- 10. A.J. Singh** **24**  
A.J.’s resume is in a typical executive format, focusing on accomplishments and placing the Education section at the bottom. Note the wording he uses to indicate that his MBA is not quite completed but is anticipated within the next several months.

# Ronald L. Jarvis

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## Marketing / Market Research / Business Development

MBA graduate with hands-on experience in online marketing, market research, e-commerce, new business creation, and small business consulting; additional background in consumer research, chemical analysis, and product formulation for consumer goods and pharmaceuticals. Creative, energetic, results-oriented professional with demonstrated abilities in:

- ✓ Creating marketing strategies and total business plans.
- ✓ Leading projects from concept to completion.
- ✓ Identifying, analyzing, clarifying, and resolving obstacles to goal achievement.
- ✓ Communicating and interacting effectively in diverse business environments using strong listening, speaking, writing, and presenting skills.
- ✓ Building strategic alliances and professional relationships to further business goals.
- ✓ Contributing to team initiatives that solve problems and deliver business results.

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## Education and Related Experience

<b>MBA</b>	NORTHWESTERN UNIVERSITY, Chicago, IL	2008
	Concentration in Entrepreneurship / Extensive Coursework in Marketing	
	Financed 100% of graduate education; carried full course load while working full time.	

### GRADUATE-LEVEL TEAM PROJECTS:

**New Venture Creation:** Guided business start-up idea from concept through extensive market research, creation of a business plan, and presentation of the plan to review panel of students, professor, venture capitalist, and investment banker.

- ✓ **Won MBA Award for Best Graduate Business Plan, 2008.**

**E-Commerce and Online Marketing:** Strategized, researched, designed, developed, and launched [www.hairgoods.com](http://www.hairgoods.com), a fully functional online specialty store. Performed market research and competitor analysis. Successfully executed both guerrilla and viral marketing tactics to build traffic and generate sales. Established strategic partnerships and affiliate programs; researched and implemented search engine registration strategies; designed and placed banner ads; monitored site traffic.

- ✓ **Generated more than \$6000 in sales with minimal expenditures.**

**Small Business Consulting:** Served as group leader for real-world consulting project for Chicagoland marketing communications company seeking business analysis to support goal of 5-fold growth by 2015. Researched new markets; completed a competitor analysis; located potential investors and partners to help fund growth; created financial projections and reviewed accounting system; analyzed current bidding process; created risk analysis system; reviewed staffing and defined future staffing needs.

- ✓ **Drafted business plan incorporating research and projections; able to support corporate goals and define strategy to achieve them.**

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**BS** UNIVERSITY OF ILLINOIS, Champaign-Urbana, IL 2002  
Major: Chemistry

**President, American Chemical Society Student Affiliates, 2001-2002:**

- ✓ Initiated and coordinated the university's first Chemistry for Kids Day.
- ✓ Organized the university's first Science Career Day with more than 20 regional companies participating.

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## Employment Experience

**CONTRACT POSITIONS, Chicago, IL** 2002-Present

**CENTOS CORPORATION**

Analytic Chemist, 2006-Present

- ✓ Provide analytical chemistry support for the company's most heavily funded project.
- ✓ Instrumental in developing the analytical methodology currently used to determine the quality and purity of the final product.
- ✓ Member of ISO 9000 quality initiative compliance team.

**WYETH PHARMACEUTICALS**

Organic Chemist, 2004-2006

- ✓ Championed efforts to develop and implement process improvements that resulted in streamlined operations and more than 25% increase in productivity.
- ✓ Synthesized novel compounds for pharmaceutical drug discovery.
- ✓ Analyzed data from production periods and developmental experiments.
- ✓ Trained other chemists in current drug discovery techniques.

**CLEAN GENERATION PRODUCTS, INC.**

Organic Chemist, Liquid Laundry Products, 2002-2004

- ✓ Formulated perfumes as part of a major overhaul of a leading fabric softener.
- ✓ Conducted consumer research to help predict consumer reactions to changes in well-established product.

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## Computer Skills

Proficient in MS Word, Access, Publisher, PowerPoint, and Excel.

# Meredith K. Holland

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## SUMMARY

**Economic Analyst** with MA in Applied Economics and real-world research, analysis, and consulting experience—an effective combination of theoretical and practical knowledge and a solid understanding of how economic principles and policies affect business, social, and political programs.

Key strengths include communication skills, leadership, and the ability to complete projects and deliver results in both individual and team assignments. Proficient in business and statistical software including MS Excel, SAS, SPSS, and Statistix.

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## EDUCATION

### Master of Arts, Applied Economics

2008

UNIVERSITY OF WASHINGTON, Seattle, WA

- GPA: 3.7 / 4.0
- University Graduate Scholarship and Assistantship.
- Relevant Coursework: Econometrics, Microeconomics, Macroeconomics, Regional Economics, Cost-Benefit Analysis, International Trade, Quantitative Analysis.

### Bachelor of Arts, Economics

2006

SEATTLE PACIFIC UNIVERSITY, Seattle, WA

- GPA: 3.2 / 4.0
  - Selected by faculty committee to participate in SPU study-abroad program; spent four months in London attending Regents College and traveling extensively throughout Europe.
  - Resident Advisor, Longworth Hall, 2005–2006.
  - Varsity soccer player, 4 years.
  - Volunteer Service Award, Washington Special Olympics, 2005.
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## RELEVANT EXPERIENCE

### Co-founder and Principal Investigator: APPLIED ECONOMICS RESEARCH GROUP,

University of Washington Department of Economics

2006–2008

- Played a key role in launching consulting practice providing economic analysis for local businesses and institutions. Group grew from initial four founders to 10–15 investigators.
  - Developed consulting proposals and led teams in research, analysis, and report preparation; delivered presentations to client Board of Directors or management team.
  - Major projects:
    - Completed economic analysis for major national retailer exploring entry into the Seattle market.
    - Performed employment analysis for regional economic-development organization studying immigrant labor issues.
    - Established scholarship fund to channel consulting proceeds to graduate-level economics students.
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## Meredith K. Holland

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360-294-2570

Page 2

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### RELEVANT EXPERIENCE, continued

**Research Assistant**, DEPARTMENT OF ECONOMICS, University of Seattle 2006–2008  
Performed research for professor who is an expert consultant and published writer on economic ramifications of tax schemes and financial policies. Read and summarized relevant articles; assisted in paper preparation (credited on four published papers); brainstormed to develop new research topics.

**Teaching Assistant**, DEPARTMENT OF ECONOMICS, University of Seattle 2006–2008  
Assisted three professors in managing their course load; taught, guided, and advised economics students in undergraduate Macroeconomics and Microeconomics courses. Held regular weekly office hours for students needing assistance.

**Graduate Team Project: REGIONAL SHIFT-SHARE ANALYSIS** 2007  
Performed shift-share analysis of several Metropolitan Statistical Areas. Located economic data sources and performed quantitative analysis to determine industry mix, location quotients, and regional share index. Prepared comprehensive report and economic recommendations. Analysis currently used as reference material by an economic consultant.

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### ADDITIONAL WORK EXPERIENCE

**Collections Representative**, DEBT MANAGEMENT SERVICES, Portland, OR Summers 2003–2005  
Negotiated payment plans with credit card debtors; #1 in collections among 80 in office.

**League Coordinator**, SEATTLE RECREATION CENTER, Seattle, WA 2000–2003  
Scheduled and oversaw games, tournaments, and referees for multiple sports programs in fall, winter, and spring leagues.

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Available for relocation.

# Luis Granado

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## Marketing / Management Professional

Accomplished professional with more than ten years of successful experience in business development, customer marketing, promotion / pricing strategy, and project execution. Effective manager with strong time management, problem-solving, conflict resolution, and decision-making skills. Expert in use of spreadsheets, project management software, and technology tools to manage data and drive efficiency.

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## Education

**MBA, 2008**

BOSTON UNIVERSITY, Boston, MA

- Attained position as **Research Assistant** to the school's senior business professor. Performed research and statistical analysis on business management styles and philanthropic contributions within the health care industry. Created reports, charts, and graphs (extensive use of Excel and SPS software). Findings were used in several published research papers and journal articles.

**BA Psychology, 1995**

SALEM STATE UNIVERSITY, Salem, MA

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## Career Performance

### MARKETING

- Developed successful marketing strategies for entrepreneurial and corporate business models.
- Supported business expansion through market research and location analysis.
- Demonstrated keen understanding of consumer needs and ability to design marketing programs to appeal to broad customer base.
- Led multifunctional team in implementing marketing plans for multiple business locations.

### MANAGEMENT

- Directed business operations for 6-site retail organization: hiring and training staff, communicating business goals, creating and implementing operating policies, controlling losses and expenses.
  - Managed all aspects of two successful entrepreneurial ventures including start-up operations.
  - Instilled philosophy of customer service and satisfaction through effective training of retail employees.
  - Worked collaboratively with top executive and diverse operating teams on business expansion, strategic business and marketing planning, and supplier negotiations.
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## Professional Experience

**Operations and Marketing Manager:** BAY STATE OIL COMPANY, Medford, MA

1995–2006

Instrumental in rapid growth and profitable operation of independent oil company / Shell jobbership that serviced Greater Boston in retail gasoline locations and home heating oil. Performed a wide array of marketing and management activities with a strong focus on effective communication and proactive problem-solving. Participated in strategic planning and business decision-making.

As business manager for 6 locations, hired, trained, supervised, and evaluated 25 employees.

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**Operations and Marketing Manager:** BAY STATE OIL COMPANY

CONTINUED

**OPERATIONS**

- Played a key role in business transition / expansion to 6 SuperShell gas station / car wash / convenience store complexes located on major traffic routes, resulting in 60% growth in volume and 25% growth in profit.
- Managed all phases of marketing and development for petroleum operations: site assessment and attainment, financing arrangements, dealer negotiations, administrative coordination, and product procurement.
- Obtained and utilized a real estate license in the acquisition of all retail sites, realizing as much as \$2 million savings on commissions for land purchases.
- Initiated highly successful loss-control policies founded on astute hiring, training, and incentives.
- With company owner, negotiated profitable sale of the business to Shell Oil USA during a corporate buy-back initiative.

**MARKETING**

- Spearheaded Grand Opening for each new station; represented business to the media.
- Created “bonus days” to spur sales of premium product; this strategy was later adopted by Shell-owned stations around the country.
- Initiated vendor co-marketing programs and promotions to build sales of high-profit items.
- Developed sales incentive programs to motivate hourly staff.
- Negotiated pricing and promotions with dealers and suppliers.
- Performed demand-based forecasting by conducting market research to monitor and modify prices to meet supply and demand.
- As primary liaison with the field, strengthened dealer relationships and built customer loyalty through effective communication, troubleshooting, and problem resolution.
- Company earned “Shell Jobbership of the Year” award, 2002, for overall sales volume; also won numerous incentives for meeting goal and volume objectives.

**Owner/Operator:** SALEM HIGHLANDS GAS, Salem, MA

1989–1995

Demonstrated highly motivated self-starter status by owning and operating a retail gasoline business. Trained and supervised employees. Managed business planning and all day-to-day activities. Built a strong customer base through demand-based forecasting techniques.

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Available for relocation.

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# ROXANNE LOWE

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## MARKETING

### PRODUCT MANAGEMENT ► PRODUCT DEVELOPMENT ► PACKAGING

**Track record of revenue growth, profit enhancement, and successful product-line management** during 9 years in progressively challenging marketing roles. Strong foundation in market research and technology paired with creativity and the ability to innovate. Talent for leading and inspiring teams to top performance.

- **Set new business directions** by recognizing and seizing market opportunities.
- **Improved performance in all products and brands managed;** grew revenues, cut costs, developed unique retailer programs and packages, and improved brand image.
- **Effectively prioritized multiple projects** to align results with business objectives.

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## EDUCATION

**MBA**—Concentration: Marketing Management

Babson College, Wellesley, MA, 2008

► **Key Projects**

- Case Study/Marketing Strategy for Delta Air Lines**, identifying marketing opportunities in an increasingly competitive global market. Pinpointed competitive issues, market advantages, and financial strengths. *(Project Leader)*
- Balanced Scorecard Study:** Analysis of corporate culture and practical application of balanced-scorecard system to the 4 business perspectives. *(Capstone Class Project)*

► **Graduate Research Assistant/Marketing Assistant:**

- Taught marketing Research to undergraduate business students, bringing real-world perspective to theoretical class learning.

**BSBA**—Concentration: Management

Boston College, Chestnut Hill, MA, 1997

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## EXPERIENCE

CORE CORPORATION, INC., Woburn, MA

2002–2006

*(\$180M public company manufacturing and marketing consumer comfort products. Marquee brand is HappyFeet; key accounts include Wal-Mart, Federated, and other national retailers.)*

**SENIOR MARKETING MANAGER**, 2004–2006—Led marketing strategy and programs for 3 product lines totaling \$150M sales; managed \$2M marketing budget. Coordinated the efforts of design, product development, and manufacturing to deliver products for seasonal deadlines; directed the creation of sales brochures and marketing materials; developed and gave sales-force presentations on seasonal product lines; and managed national sales meetings for upper management and national sales organization.

**Increased sales and profitability in all 3 brand segments:**

► **Value Brands:**

- Boosted profit margins from **25% to 39%** through continuous improvement efforts that removed cost from every point of production—sourcing, production, packaging, distribution.
- Grew Wal-Mart program from **\$3M to \$7M** by identifying and capitalizing on sales trends.

► **HappyFeet™:**

- Created and launched Premier Collection, increasing total brand sales **60% (\$5.8M to \$9.3M)**.
- Redesigned product displays to accommodate **20%** more product without increasing costs.

## CORE CORPORATION, continued

▶ **CoreComfort™:**

- Worked with manufacturing on technology-based line restage; product sales increased **31%**.
- Developed new packaging that increased inventory flexibility and saved **\$95K** in first year.

**PRODUCT MANAGER**, 2002–2004—Recruited to join newly strengthened marketing team and challenged to improve performance of both private-label and branded products.

- ▶ Contributed to record sales performance, 2003: **\$148M, 9%** growth over prior year.
- ▶ Developed POP sales program that increased retail space by more than **200%**.
- ▶ Spearheaded a packaging restage that generated **\$8.1M** in incremental sales, reduced packaging costs **15%**, and improved packaging image and brand identification.

## LOWELL FIBERS, Lowell, MA

1997–2002

*(\$50M apparel and materials manufacturer.)*

**ASSISTANT PRODUCT MANAGER**, 1999–2002—Promoted to manage more than \$11M in private-label and branded products for accounts such as JC Penney and Sears, with responsibility for pricing, promotions, advertising, forecasting, and product/packaging development. Performed yearly budgeting/planning activities for private-label and branded product lines.

- ▶ Spurred **40%** year-over-year sales increase for product line under management.
- ▶ Instrumental in developing new markets for an existing single-market product line that then became the company's signature product and grew to generate **55%** of total revenue.
- ▶ Aggressively pursued a key catalog retailer (Lands' End). Spearheaded product development, product mix, and pricing and worked collaboratively with Lands' End Buyers to develop what became one of its best-selling catalog promotions ever. This was the first step in a key business relationship that culminated in Lowell's being selected as the primary supplier for a major new Lands' End line (today an **\$18M** account).

**MARKETING ASSISTANT**, 1997–1999—Recruited out of college based on strengths in statistics, mathematics, and analysis.

- ▶ Created a forecasting system that, for the first time, included sales history, inventory turns, and planned account expansion. Increased forecasting efficiency and improved on-time/complete shipping from **89%** to more than **95%**.

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## AFFILIATION

American Marketing Association

Board Member (professional chapter)—Event Chair (student chapter)

# Robert Anders

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## PROFILE

**Strategic marketing and management professional** with a strong record of contributions in marketing, sales, promotions, and brand management of consumer goods. History of effective interaction and relationship management with consumers, field sales teams, creative agencies, and multifunctional project teams. Demonstrated ability to bring new and innovative approaches to established marketing programs... an “out of the box” thinker with strong analytical and critical thinking skills.

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## EDUCATION

**MBA: University of Chicago Graduate School of Business**, Chicago, Illinois — 2008

**Northwestern Kellogg Executive Program: Pricing Strategies and Tactics** — 2007

**BA, Human Biology: Stanford University**, Stanford, California — 2001

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## PROFESSIONAL EXPERIENCE

**Procter and Gamble Company**, Cincinnati, Ohio, 2001–Present

**Assistant Brand Manager: Pantene / MARKETING**

1999–Present

Develop and execute **\$47 million** consumer and trade promotional program for **\$600 million** Pantene brand, a global priority for Procter and Gamble. Total brand sales increased **12%** — versus **6%** increase in total category sales.

- Conceived, researched, tested, and implemented Pantene Instore Theater Strategy, an innovative, multi-program concept that is the first of its kind for hair care products. Conducted extensive consumer research to assess need and develop rationale. Presented and sold concept to key retailers, achieving 10,000 installations — **2x** the project goal.
- Supported major brand relaunch by leading the development of design and copy strategy for print materials, displays, and the company’s first multimedia CD presentation for use by retail account executives. Succeeded in placing new displays in 60,000 stores — **75%** of possible sites nationwide, about **2x** average penetration.
- Led a pricing strategy change and implementation that will deliver an incremental **20%** in sales dollars with minimal volume decline.
- Created strategies and concepts to co-market Pantene brand with key retailers. Developed and implemented **\$6 million** marketing plan — direct mailers, TV, radio, print, sampling, product demonstrations.
- Spearheaded P&G’s first co-marketing newspaper sampling program, involving collaboration with sample suppliers, packagers, and multiple retailers to execute the largest-ever drop of samples via newspaper in one day (**20 million** samples). Test sample achieved **21%** conversion rate.
- Collaborated with ad agency to develop strategies and plans for **\$5 million** African-American dedicated advertising fund, resulting in one print ad and two TV spots with **90%** reach (the highest of all brands in U.S. hair care industry). Increased market share **15%**.

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**Procter and Gamble Company, continued**
**Senior Technology Project Manager / STRATEGIC SELLING AND TECHNOLOGY**

2005–2007

Initiated and managed multifaceted projects to assess and enhance the use of technology in P&G's sales operations.

- Led multifunctional project team in development of Efficient Promotion decision-support tool for use by sales force to enable effective planning and spending of **\$900 million** in promotional funds. Created brand-name identity and generated demand on a “pull” basis. Successfully deployed tool to **3000** of **5000** potential users, with subsequent high rate of use and positive feedback. Decreased cost per incremental promotion volume by **20%**.
- Conducted needs assessment and extensive research, then created and deployed an easy-to-use pricing analysis tool and computer-based training program for **3000**-member field sales force.

**Account Executive: Food & Beverage / CUSTOMER BUSINESS DEVELOPMENT**

2003–2005

Managed a major retail account in the New York area, providing business analysis, strategy development, category management, direct sales, and new product support. Administered **\$900K** merchandising fund and developed merchandising partnerships with key customer contacts.

- Increased market share **20%** over prior year; generated **\$32 million** in sales.
- Collaborated with customer and conducted extensive analysis to develop a Category Management and Efficient Assortment business plan; increased category sales **20%**.

**Operations Manager: Grocery / CUSTOMER BUSINESS DEVELOPMENT**

2001–2003

Supervised and trained 7 sales reps who generated **\$15 million** in sales at top food retailer in New York.

- Initiated a laundry category analysis for a key account to encourage total category management. As a result, account developed a concrete strategy for the category and achieved sustained improvement in brand sales (6 months after presentation, Tide business was indexing at **145%** vs. prior year).

**Market Field Representative: GROCERY RETAIL SALES ORGANIZATION**

2000–2001

Initiated and conducted technology training for 15 sales representatives. Training topics included software, general data analysis, and conceptual selling with data.

**Sales Representative: Grocery RETAIL SALES ORGANIZATION**

1999–2000

Marketed, sold, and merchandised Procter and Gamble grocery items in 40 stores in New Jersey.

- Delivered **\$3.2 million** in incremental sales via shelf improvements, merchandising displays, and new item distribution.

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**PROFESSIONAL AND COMMUNITY ACTIVITIES**

Procter and Gamble Personal Development Mentor — 1995-present

Arthritis Foundation fund-raiser — ongoing — raised \$9,000 in 2007

Coordinated the activities of 10 P&G summer interns — 2004

## Strategic Marketing & Business Development Technology Evaluation & Commercialization

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**Marketing professional** with ability to create strategic marketing programs and business plans to support new products, new technologies, and new businesses. Current MS program focusing on technology commercialization and new product development, enhanced by 12 years' experience and strong record of achievements in healthcare marketing, market research, and marketing consulting.

## Education

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**MS Management**, December 2008 NORTH CAROLINA STATE UNIVERSITY, Raleigh, NC  
Concentration in Technology Evaluation & Commercialization and New Product Development

### **Key Projects and Activities**

- ✓ *Medical Equipment Redesign*: Client firm requested help in redesigning sterilization component for competitive advantage. With team, defined 2 design options and developed overall marketing plan that lowered production cost and identified 2 potential new markets.
- ✓ *Medical Technology Evaluation/Product Commercialization*: With team, evaluated technology for commercial applications; developed framework for evaluating business opportunity; identified opportunity within specific industry; initiated business planning.
- ✓ *Project Activities*: Technology Assessment; Market Research; Legal Analysis; Operational Analysis; Team & Organizational Analysis; Financial Analysis; New Business Financing Options.
- ✓ *Relevant Courses*: Product Design & Development; Technology Evaluation & Commercialization; Technology, Law & the Internet; High Tech Entrepreneurship; Innovation & Management.

**B.S. Business Administration**, 1995 UNIVERSITY OF RHODE ISLAND, Kingston, RI  
Specialization in Marketing and Human Resources Management

## Professional Experience

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RALEIGH REGIONAL MEDICAL CENTER, Raleigh, NC 2005–Present

### **Marketing Manager: Oncology and Neurosciences Services**

Build visibility, brand awareness, and consumer preference for 2 service lines. Manage \$400K marketing budget; develop and execute marketing and PR strategies; identify market opportunities and lead internal teams in projects to expand service lines; track effectiveness of campaigns through evaluative studies and data analysis.

- ✓ Raised awareness and preference scores by more than **5%** for both service lines.
- ✓ Introduced new analytical model for evaluating marketing resource allocations, allowing direct and objective comparisons between programs for the first time at this medical center.
- ✓ Launched and led a team effort to coordinate marketing programs across all outlets, thereby reducing redundancy and improving cost-effectiveness of the marketing resources.
- ✓ Conducted highly successful area-wide skin cancer screening campaigns; distributed more than 30,000 test kits, attaining response rates above **12%** ( **5%** above projections) and significantly increasing awareness and preference scores.
- ✓ Spearheaded website redesign for both oncology and neurosciences. Collaborated with medical staff to develop content; coordinated project with web developers.
- ✓ Successfully increased referrals and accruals by revamping the promotional program for cancer clinical trials, involving monthly mailings to physicians. Improved content; expanded and targeted distribution to reach more influential physicians.
- ✓ Initiated relationship-marketing strategy with referring physicians.



HEALTH QC, INC., Cary, NC

2002–2005

## **Senior Associate for Marketing and Strategic Planning**

Directed marketing, marketing research, advertising, public relations, new product development, and strategic planning initiatives for healthcare quality-improvement organization.

- ✓ Created new business plan that drove **10%** growth/month in Professional Consulting division. More than doubled account base. Reduced reliance on 2 primary accounts from **70%** to **40%** of the business while increasing sales in each of those key accounts.
- ✓ Developed strategy to strengthen relationships with primary clients, broaden points of contact, and improve customer service.
- ✓ Launched public relations initiative to develop relationships with medical societies and hospital associations.
- ✓ Refined private-venture marketing communications and advertising to incorporate an external versus internal focus and increase reader appeal.
- ✓ Conceived new business service that expanded business out of primary hospital market.

STRATEGY PARTNERS, LLC, Seattle, WA

1996–2002

## **Senior Consultant**

Designed, managed, and delivered specialized marketing consulting services to clients in the agricultural chemicals industry. Responsible for case planning and management, data analysis, report writing, client presentations, survey design and testing, marketing interviews, and data quality assurance. Representative assignments:

- ✓ Customer satisfaction measurement through data gathering, analysis, and approach modeling.
- ✓ Distribution logistics analysis and development of a reengineered process for Fortune 50 client.
- ✓ Sales force optimization analysis and recommendations to improve effectiveness and efficiency of client's national sales force.
- ✓ Product pricing analyses.
- ✓ Market entry strategy for new products and services and new markets
- ✓ Product positioning and repositioning.

SEA-TAC MANAGEMENT CONSULTANTS, INC., Tacoma, WA

1995–1996

## **Research Associate**

Conducted market research studies and presented results to clients. Served as project manager, supervising information gathering and data analysis. Managed sales and promotional program: developed leads, made sales calls, prepared and tracked proposals.

## **Professional Affiliations**

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Piedmont Entrepreneurs Network  
Carolinas Society for Healthcare Planning and Marketing  
Society for Healthcare Strategy and Market Development  
North Carolina Association for Healthcare Quality

**Anthony Caruso**  
84 George Street  
East Haven, CT 06512  
(203) 779-1261  
tony.caruso@verizon.com

**Profile**

**Technology Project Leader**

- Committed to providing technology solutions that deliver business benefits.
- Expert liaison with business units and end users; able to translate abstract concepts to concrete solutions.
- Strong analytical skills and technology expertise balanced by extremely effective communication, interaction, and team leadership abilities.

**Education**

**MBA / Entrepreneurial Studies** – 2008 – Quinnipiac University, Hamden, CT  
**BS / Computer Information Systems** – 1998 – Bryant College, Smithfield, RI

**Professional Experience**

2005–Present

*New England Bank, Hartford, CT – 2000 to Present*

**Senior Systems Consultant, Workgroup Technologies (LAN & PC systems)**

Manage the Electronic Forms Unit in the development and implementation of electronic process technology solutions across all areas of the corporation. Supervise two direct reports and numerous diverse project teams.

Serve as single point of contact for 18,000 New England Bank domestic and international employees, as technical expert and project leader for all JetForm technology initiatives.

- Identify opportunities to expand the use of e-process automation through research into workflow and document management applications.
- Lead cross-functional virtual teams, effectively managing the resources of each business unit and working with business partners to create project plans, define application specifications, and develop cost-saving business solutions.
- Maximize team capabilities by training and mentoring both technical and non-technical team members in the use and programming of JetForm.
- Conduct training sessions and provide first-line support to help business users understand the new technology and business processes.
- Create final business unit documentation and training materials.

**Highlights**

Developed automation solutions for some 500 labor- and time-intensive processes. Provided technology that has been incorporated as a business solution for approximately 50 different departments within the organization.

- Saved \$500 million annually by automating 7 inefficient paper processes spanning several corporate operations areas.
- Led 6-member team in development and successful transition to all-electronic workflow within the Cash Management department.
- Designed 25 forms to handle more than 7,500 annual transactions for the Private Bank internal processing network.
- Created forms to automate travel reimbursement and capture travel and entertainment data for business planning purposes. Improved reimbursement speed by 40% and vastly reduced workload in the department.

2002–2005	<p><i>New England Bank, continued</i></p> <p><b>Systems Consultant – Workgroup Technologies</b></p> <p>Provided core, routine, and technical support to the Electronic Forms Unit. Managed special projects.</p> <ul style="list-style-type: none"> <li>• Coordinated and managed the corporate-wide rollout of electronic forms automated solution using JetForm vendor software.</li> <li>• Created and implemented a conversion process for the migration to a new automated electronic forms solution.</li> <li>• Developed, designed, and programmed solutions by combining JetForm vendor software with various Windows database products including MS Access, Excel, and SQL Server.</li> <li>• Independently drafted quick reference material for electronic forms usage that has become a formal handout distributed to all of the New England Bank community.</li> <li>• Developed form/GUI style templates and contributed to developing the bank's overall forms design guidelines.</li> </ul>
1999–2002	<p><b>Senior Systems Specialist – Corporate Center Systems (mainframe systems)</b></p> <p>Developed, enhanced, and supported the Dun &amp; Bradstreet Accounts Payable system. Modified and supported the Federal Reconciliation and Account Reconciliation systems.</p> <ul style="list-style-type: none"> <li>• Acted as senior technical advisor for other team members.</li> </ul>
	<p><i>Commercial Union Insurance Company, Boston, MA – 1998 to 1999</i></p> <p><b>Programmer/Analyst</b></p>
	<p><i>Hanover Insurance Company, Worcester, MA – 1997 to 1998</i></p> <p><b>Programmer</b></p>
<b>Languages &amp; Tools</b>	<p>Visual Basic, Active Serve Pages, HTML, JetForm, Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft Project, Microsoft SQL Server, Visual InterDev, Windows</p> <p>CICS, VSAM, MVS TSO/SPF, OS JCL, IBM Utilities, IBM 30XX, Online and Batch Debugging Tools, D&amp;B Millennium</p>
<b>Community</b>	<p>Board of Directors, Connecticut Children's Charities</p> <p>Member, East Haven Civic Renewal Commission</p>

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**BUSINESS DEVELOPMENT • GROWTH & TURNAROUND STRATEGY • OPERATIONAL LEADERSHIP**

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**Strategic, action-oriented, take-charge leader with solid broad-based business experience in multiple diverse industries — devising and implementing strategies and initiatives to build revenue, increase profitability, and consistently deliver results in challenging business environments.**

Ten years' business-leadership experience, building a diversified holding company through organic growth, high-margin acquisitions, and profitable market opportunities. Two years' consulting experience for Fortune 500 and Global 1000 organizations, creating detailed blueprints for the achievement of business goals for financial-services, technology, healthcare, and consumer-goods companies. MBA.

Proven executive competencies in:

- Strategic Business & Marketing Planning
- Revenue & Profit Growth / P&L Management
- Business Diversification
- New Product & Service Development & Launch
- Process Improvement & Operational Streamlining
- Strategic Alliances & Partnerships
- Market Research & Analysis
- Acquisition Strategy & Financing
- Project Management / Change Management
- Team Building & Leadership

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**EXPERIENCE AND ACHIEVEMENTS**

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**McGRAW INTERNATIONAL**, New York, NY

2006–2008

**Manager / Business Consultant**

Brought on board this leading \$160MM international consulting firm to lead business-development and strategic-partnership projects for Global 1000 clients in diverse industries.

—**Business Development for McGraw International:**

- Spearheaded strategic marketing effort to companies with revenues above \$1.5B in the healthcare segment. Analyzed and segmented market to identify targets; developed and positioned service offerings. **Spurred growth of this vertical market from 23% to 29% of firm revenue.**
- Selected for cross-functional team charged with developing market-repositioning strategy to drive revenue growth in a recessionary economy. **Developed strategy and message for successful introduction of new technology-assessment service that acts as a door-opener for higher-level strategic consulting.**
- Created strategy and sales pitch that resulted in **\$2MM consulting engagement with a major consumer-products company.**

—**Consulting Achievements**

- *For a \$100MM national professional-services firm:* Created strategic business plan; led product development and branding; negotiated and solidified agreements with key industry partners; planned launch of innovative service with **projected annual revenues of \$17MM.**
- *For start-up company commercializing innovative environmental-improvement technology for the energy industry:* Led 5-person start-up team to validate the market; build a viable business model; recruit a top-notch management team, advisory board, and strategic partners; develop the product; build out the company for operation; and raise venture financing. **Created viable business plan and model to quickly capture \$100MM of a \$6B market; prepared VC proposals for Round A venture funding, to be completed by year end.**
- *For a top-10 financial-services firm:* Identified potential partners and devised/executed strategy as part of business-development team that produced successful strategic partnerships for a **\$30MM ecommerce start-up.**
- *For a Fortune 500 retailer:* Working directly with CEO, created strategy and action plans to reach strategic business and earnings objectives. Co-managed team to analyze financial performance; refine organizational structure; streamline forecasting, planning, and allocation processes; create new distribution strategies; and structure IT project management. **Overall, created strategies to deliver incremental \$24MM earnings.**

TAMARIND PARTNERS, INC., Austin, TX

1996–2006

**Director of Operations & Business Development**

Created and executed growth strategy that transformed start-up from one local facility to multi-state and international holding company with diversified operations in healthcare, small industrial, and hospitality segments. Directed operations, marketing, and business development; held full P&L responsibility.

- Planned, launched, and provided ongoing operational and financial oversight to 6 healthcare facilities. **Delivered 24% annual growth rate.**
- Introduced innovative healthcare concept, conceived strategy and business plan, negotiated managed-care contracts, launched facilities, and executed physician-marketing strategy. **Grew revenues from start-up to \$35K/month within 6 months; in 2 years, built a marketable asset and negotiated profitable sale of the business.**
- Accelerated revenue for a \$25K healthcare acquisition by introducing process improvements and marketing initiatives, training staff, and renovating facility. **Increased first-year net income 380% (from \$36K to \$140K).**
- Negotiated with government of Guatemala and obtained **first foreign corporate charter to open a healthcare facility.**
- Identified opportunity in the chemical industry; recruited and worked with management team to develop business plan and obtain financing; developed strategic partnerships for production, marketing, sales, and distribution of **40,000 pounds per day of finished product yielding 20% profit margin.**
- Created business-development strategy and wrote formal business plan to launch a business-to-business ecommerce solution for the R&D laboratory-product market. **Firm successfully recruited a senior-management team and secured first-round funding.**
- Negotiated and structured purchase terms and financing for 2 acquisitions: \$312K business franchise and \$250K hotel in Costa Rica. **Managed franchise to record volume and cut costs from 34% to 28%, boosting profit 6%.**

WILLIAMS ENGINEERING AND CONSTRUCTION, Austin, TX

1992–1996

**Project Manager**

Managed all facets of \$2K to \$150K commercial and residential construction and maintenance projects. Hired and managed subcontractors and crews. Negotiated interim financing for construction projects and equipment acquisition.

**EDUCATION**

MBA, 2008 — Concentration in Strategy and Marketing

McCombs School of Business, University of Texas, Austin, TX

- GPA 3.7 / Deloitte Consulting Scholarship
- MBA Exchange Program: International Marketing, ESADE, Barcelona, Spain
- Graduate Consulting Group: **President** — Doubled membership and increased consulting firms' interest in recruiting on the UT campus.
- Antion Marketing Practicum: **Organizer and Team Leader** — Initiated partnership with growing consulting firm and created excellent recruiting opportunities (6 MBA students hired for Austin office).

BS in Mechanical Engineering, 1991

Florida State University, Tallahassee, FL

Proficient in Spanish — social and business conversation.

# Irina McCarver

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1929 Miami Lakes Drive  
Loveland, OH 45140

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## Expertise: Technology Services Operations Management

Strategic Analysis & Planning — Management — Performance Improvement —  
Marketing & Sales — Staff Development

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## Performance Highlights

- Spearheaded across-the-board operational improvements that helped a computer company to grow 35% per year, outperforming aggressive goals and successfully positioning the company for acquisition. Retained as Operations Director following buy-out.
  - Developed service and customer focus as strong competitive advantages. Motivated staff and successfully instilled a strong client-first orientation in sales and service teams.
  - Juggled multiple challenges while maintaining peak performance. E.g., completed MBA while working full time; took on added consulting position while employed by Nestle. Consistently used exceptional multitasking skills to maintain a high level of personal productivity.
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## Professional Experience

COM-SOLUTIONS, INC., Centerville, OH

2002–Present

*Full-service computer solutions firm; purchased by public company (Neolog) in 2007 for \$52 million*

### Operations Director, 2003–Present

Direct all activities for rapidly growing computer services firm offering hardware, software, and network solutions to Fortune 100 clients. Accountable for sales, profitability, customer satisfaction, and all aspects of operations (inventory, purchasing, shipping & receiving), overseeing 12 direct and 60 indirect reports.

Develop and implement strategic plans to achieve corporate goals for growth and profitability.

- Increased sales 35% annually, outperforming aggressive 30% growth goal.
- Improved company-wide skill levels, morale, and teamwork through training, judicious hiring, and weeding out underperforming staff. Developed expert technical staff as a competitive advantage.
- Promoted company image as customer problem-solver able to deliver both long-range solutions and “fast fixes” for immediate productivity.
- Slashed product delivery time from 4 days to 1–2 days by realigning staff schedules and communicating urgency to vendors.
- Created and implemented aggressive sales, marketing, and advertising campaign targeting our key audience, MIS professionals.
- Consistently delivered excellent quality, value, and service, to the point that volume of referral business eliminated the need for costly advertising.

### Management / Operations Consultant, 2002–2003

Challenged to develop operational improvements to deliver 30% annual growth. Analyzed entire operating structure and identified opportunities for significant improvement in customer service and business development.

- Offered permanent position as Operations Director as a result of findings and contributions during consulting assignment.

# Irina McCarver

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mccarver@gmail.com

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## Professional Experience, continued

NESTLE CORPORATION, Chillicothe, Ohio

1996–2002

### Production Supervisor

Managed planning and scheduling for all day-to-day operations in fast-paced candy processing and packaging plant. Responsible for quality control, safety, training, ergonomics, and special projects. Managed 50 employees.

- Over 5 years, achieved savings of \$175,000 through cost control and productivity enhancements; decreased absenteeism 75%; reduced defective product rate 10%.

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## Education

### MBA, 2008

Emphasis on Information Systems and International Management  
XAVIER UNIVERSITY, Cincinnati, Ohio

### BS Management Operations and Systems, 1994

THE OHIO STATE UNIVERSITY, Columbus, Ohio

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## Additional Information

Strong oral, written, and persuasive communications skills.

Fluent in Russian; understand Polish and Spanish.

# A.J. Singh

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**Expertise      Environmental Management — Hazardous Materials Management —  
Regulatory Compliance / Remediation**

- ✓ Experienced project engineer/process and production manager with advanced education in Environmental Management, background in both public and private sectors, and relevant project experience remediating DOE CERCLA site.
- ✓ Strong record of accomplishments in project leadership, process improvement, safety, quality, cost reduction, and effective team leadership.
- ✓ Innate ability to anticipate potential obstacles and develop and implement effective solutions; known for planning, preparedness, and “getting the job done” in challenging assignments.

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**Experience      Fluor Lynchburg –  
DOE Site/Lynchburg Environmental Management Project (LEMP)      2004–Present**  
**Project Engineer**

Initiated Project Engineer position as innovative alliance between Fluor Lynchburg and University of Virginia; worked full time while completing Bachelor’s and Master’s degrees in Environmental Management. Assist Project Manager on complex CERCLA remediation project:

- Perform management assessments and project performance analysis.
- Create implementation plans and WBS (Work Breakdown Structure) plans with a focus on seamless integration of new processes into existing activities.
- Develop procedure analysis plans and reviews.
- Conduct risk management assessments.
- Oversee project activities in conformance with best environmental management practices.
- Participate in process reviews to assess completed tasks and identify opportunities for improvement.
- Prepare weekly project reports and monthly summaries for transmission to DOE.

**Key Contributions:**

- ✓ Performed footprint analysis for site consolidation plan. Interacted extensively with high-level professionals from all areas of the massive remediation project; effectively coordinated input from multiple entities and gained buy-in on final footprint.
- ✓ Implemented task order database for operations group, enabling ongoing monitoring of work progress
- ✓ Developed technical requirements for storage of Nuclear, Low Level, Mixed Waste, and RCRA containers to meet DOE 435.1 Waste Acceptance Criteria (WAC); completed complex task on schedule and in close coordination with other project elements.
- ✓ Consistently demonstrated strong project coordination skills, follow-through abilities, talent for completing elements on schedule, and ability to stay abreast of project details and overall progress.
- ✓ Secured five renewals of 6-month employment contract, based on contributions and value brought to the project.



**Experience** continued**Occidental Chemical Corp., Lynchburg, VA  
Phenolic Resin Chemical Plant**

1995–2004

**Production Supervisor**

Oversaw union workforce in meeting production quotas and deadlines; also managed production scheduling and inventory control. Performed QA/AC assessments and initiated multiple process improvements resulting in increased production efficiency. Planned and scheduled plant maintenance; directed management and disposition of complex environmental waste material.

**Key Contributions:**

- ✓ Maintained perfect safety record in production department, experiencing no recordable incidents in nine years.
- ✓ Led process improvement initiatives that resulted in significant improvements in efficiency, profitability, and staff motivation, e.g.:
  - Identified, then eliminated, lost material and lost time in the materials transfer process.
  - Achieved 28% cycle-time reduction in liquid resin production.
  - Conceived method for integrating rework materials into the production process, reducing waste and capturing \$65K annually in materials cost reductions and landfill disposal savings.
  - Involved production employees at all stages of process-improvements projects, leading to ownership and support for changes.
- ✓ Played a key role in quality improvement and plant-wide quality and safety training. Worked with Training Department in preparing job-specific, quality-focused training manuals; selected for “Train the Trainer” training and subsequent leadership of internal TQM initiatives; conducted safety training in plant and in the field.
- ✓ Participated on steering committee that resulted in QS9002 certification.
- ✓ Supported and served on the company Chemical Emergency Response Team.

**Training****Safety Training:**

OSHA 40 Hour  
Incident Command  
Radiological Training

Lock Outs  
Hot Work Permitting  
Confined Space

**Other Training:**

Project Management for Tech Support  
Business Ethics and Procurement

QA Training (ISO-9000)  
DOT & EEO Training

**Education****University of Virginia, Charlottesville, Virginia**

MS in Environmental Management, 2008

MBA, anticipated completion January 2009

BS in Environmental Hazardous Materials Management, 1990