Curriculum Vitae of Dr. William J Harris

PROFESSIONAL PROFILE

An accomplished and charismatic Educator/Scholar/Practitioner with a proven ability to successfully instruct, mentor, and develop business students and leaders. Experienced in teaching analytics and decision science, corporate strategy and management, organization design, project management, marketing, new business development, and solution innovation.

RELEVANT SKILLS SUMMARY

Highly developed interpersonal and communication skills building relationships, developing students and professionals across business disciplines. Creative and experienced in implementing career management development programs, establishing learning objectives, developing curriculum, mentoring, and certifying professionals. Teaching online learning using CANVAS, MH-Connect and LEO learning environments Proficient in utilizing GoTO Meeting, Zoom and social networking for collaborative learning. Quantitative and qualitative research tools include SPSS and JMP statistical software, Mendeley research database management and ATLAS.ti coding software. Skilled at leading teams to develop technical solutions, analytic approaches, marketing, product launch and sustainment as well as mission support and operations for federal civil and Department of Defense customers.

CURRENT RESEARCH INTERESTS

Management: virtual global teams' use of information technologies for decision making, productivity support as well as innovation as a process in the federal government sector.

EXPERIENCE

Texas A&M Commerce, Adjunct Professor in Analytics, 2022-Present

Business Analytics for Managers, Applied Decision Modeling and Project Management. Ongoing Adjunct Professor teaching introductory and advanced courses in analytics and project management at the Masters level. Developed course materials and taught both in-person as well as online courses. Content included introductory concepts and practices of decision-making with the application of analytical methods. In addition, advanced analytic model design and use. Ensured students attained a proficient working knowledge of various analytical techniques such as decision analysis in the use of descriptive, predictive and prescriptive models. An emphasis on selecting and evaluating model veracity using sparse data to large data in a variety of business applications. Also, a focus on decisions that must be made in real-world environments of analyst and project managers where the explicit consideration of risk and uncertainty is a critical factor. Dr. Harris has successfully guided Masters of Science Analytic students through their capstone course preparing them for graduation.

NOVA Southeastern University, Adjunct Professor in Decision Sciences, 2019-Present

Analytical Models for Decision Making. Ongoing Adjunct Professor teaching advanced courses in analytics at the Masters level. Identified learning objectives, developed course materials and taught blended synchronous and asynchronous courses. Content was comprised of concepts and practices of decision-making with the application of statistics analytical methods. Ensured students attained a proficient working knowledge of various analytical techniques such as decision analysis, use of descriptive models, forecasting, optimization, decision trees, and simulation. An emphasis was on the practice of making effective decisions using both sparse and large data sets in a variety of business applications in situations of risk and uncertainty.

Industry Executive Leadership & Management, 2014 through 2018

Vice President of Strategy and Chief Innovation Officer – One of three individuals running day-to-day activities of two mid-size companies. Dr. Harris led and directed planning, research, and analysis of long-range strategy and business development driving future business growth, operations, and profitability. He developed a focused approach for both endo and exoatmospheric science support activities for customers in the areas of Systems Engineering, Sensing Systems, Mission Critical IT, Science Data Engineering, and Weather/Water/Climate technical support. Dr. Harris was also part of executive teams providing a wide range of engineering services including space launch support, telemetry products, and information technology for NASA, NOAA, the Department of Defense, and other civil agencies in space and earth science research. Dr. Harris was chartered to transpose his academic research into industry practice. From an employee development perspective, Dr. Harris developed and delivered corporate learning as-needed workshops as a sub-part of his executive leadership.

1. Integrated Business Development for Products & Services, 2 Day Workshop
2. Innovation as a Process, 1 Day Workshop
3. Developing and Measuring Strategy, 3 Day Workshop

Director Of Capture Solutions Organization, 2003 through 2009

Dr. Harris was fully responsible for planning and executing new business activities across all 5 Product lines for the Intelligence and Information Systems' (IIS) organization. He designed, implemented and led a support organization to maximize competitive win rates by managing business development professionals, processes, best practices, and proposal services addressing a pipeline of over $10B. Dr. Harris directly managed 30 people including Capture Managers, Deal to Win and proposal personnel. He instantiated the first IIS centralized capture organization including the Accelerated Capture Excellence (ACE) development program training mentor and certifying 135 Capture Managers. As a Capture Manager himself, he achieved a win rate of 83% for all assigned pursuits personally capturing over $471M in new business.

Executive Six Sigma Champion & Master Expert, 2009 to 2003

Dr. Harris served as the primary Six Sigma (6σ) Champion for Raytheon's Imagery & Geospatial Systems' (IGS) organization covering 7 sites to measurably improve productivity and attain business growth through leadership and operations research methods. He launched Raytheon IGS' 6σ program from a base of 3 people in 1999 into an integrated network of 34 Experts and 665 Specialists with over 3300 employees trained. As such, Dr. Harris aligned and enabled over 800 major projects in 3 years attaining validated improvements of $71M cash flow, $34.5M in net profit and $75.3M in new business bookings. He managed and led all aspects of the 6σ initiative by linking corporate vision, setting goals, developed business cases, identified & prioritized projects, measuring and influencing progress and developed training and learning programs. Dr. Harris founded and served on the IIS 6σ certification board. Personally, he attained Raytheon 6σ Expert (black belt) certification in November of 2000 and certified as Master Expert (black belt) in Nov 2001. Dr. Harris personally completed 12 major projects including: customer satellite imagery mixed model production, cash flow/working capital, Geospatial Intelligence Database Integration (GIDI) project and Theory of Constraints/Critical Chain program management implementation. His final project was to Lead the analysis, design and implementation of the entire IGS division's reorganization. Through Raytheon's Corporate Learning structure, Dr. Harris specialized in leading the following employee workshops:

1. Multi-Project Management: Critical Chain/Theory of Constraints, 3 Day Workshop
2. Project Risk Management, 2 Day Workshop
3. Accelerated Capture Management, 3 Day Workshop
4. Deal To Win/Price To Win, 1 Day Workshop

Senior Program Manager & Department Manager, 1987 through 1999

William progressed through all levels of Program Management and effectively executed 27 projects/programs delivering on schedule, within budget, and meeting technical performance requirements. He was promoted to Department Manager leading 5 Program Managers with contract values growing to $173M at times with over 75 staff members. William led the development and production of the first multiple embedded type 1 cryptographic unit (KO-2). He also stepped in to recover/fix the $113M Trojan Spirit 6.1 Meter Antenna design and production. Other project accomplishments included intelligence technology & mission support, communications, analyst services and digital voice products. Fully certified as a Raytheon level 4 ($50M/Year) Program Manager. Founding member of the Program Management Certification Board and Critical Chain/Theory of Constraints Team. Certified instructor for risk management. Provided assessment and career mentoring for 5 Program Managers.

Software and Systems Engineer, 1982 to 1987

Dr. Harris progressed from Software to Senior Systems Engineer within 5 years. He specialized in the development of embedded operating systems, multi-processor communications processor systems, data structures and data communication systems over PSTN/WAN/LAN and wireless networks. Dr. Harris created and developed an adaptable network packet protocol implementation for transfers over Satellite as well as HF/VHF/UHF/SHF Radio Frequency trusted secure systems. Designated in 1986 as a mission essential Project Engineer performing analysis and recommending technology improvements for highly classified mission support activities under the Air Force's Big Safari Program. As a Project Leader, he planned and supervised the design, testing, and installation of Airborne as well as worldwide ground based technical capabilities for the Air Force, Army, Navy, NSA, DIA and other Intelligence Agencies.

RELEVENT EMPLOYMENT/WORK HISTORY

August 2022 to Present. Texas A&M University Commerce – Adjunct Faculty, Marketing and Analytics.

July 2019 to Present. NOVA Southeastern University – Adjunct Professor, Decision Sciences.

July 2017 to November 2018. INNOVIM, LLC - Chief Innovation Officer & Vice President of Business Development.

November 2015 to July 2017. LJT & Associates, LLC - Vice President of Strategy & Business Development.

November 2003 to November 2023. WJ Harris Trading Company, LLC – Chief Executive Officer of a management consulting firm.

January 1982 to December 2014. Raytheon/E-Systems - Capture Management Executive, Director of Business Development, Six Sigma Executive Champion, Senior Program Manager, Senior Systems & Software Engineer.

EDUCATION

Doctor of Management, May 2018, University of Maryland, University College, Adelphi, Maryland.
    Dissertation - Harris, W. J., (2018, April). Engineering management: Managing technology appropriation by global virtual tiger teams.

University of Arizona, Thunderbird School of Global Management, 2007, Glendale, Arizona, Global Leadership Program on Japan.

Defense Acquisition University, 2005, Huntsville, Alabama, U.S. Government Sponsored, Program Management, PMT 202.

Master of Business Administration, Engineering Management, December 1989, University of Dallas, Irving, Texas.

Cohort Thesis with Oral Defense - Harris, W. J., Huber, D., Rogers, J., Voigt, E., (1989). The challenges facing program managers in the maturity phase of the product life cycle.

Bachelor of Science, Industrial Technology/Electronics with Computer Science Minor, December 1981, Missouri State University, Springfield, Missouri.

Senior Project - Harris, W.J., Smith, M.A., (1981). Design and demonstration of a Digitally Operated Computer Aided Robot (DOCAR).

Semi-Conductor Physics Research – Harris, W.J. (1979). Capturing the forward and reverse characteristics of Gallium Phosphide (GaP) semi-conductor devices (NPN/PNP channels).

CORPORATE TRAINING

Raytheon Learning Institute, Plano, Texas

Capture Manager Certification Program, 2010, certified for 6 out of 7 levels (Technology, Routine 1 and 2 >$100M, Non-Routine, Strategic and International 1), 29 modules with 167 contact hours of training.

Program Manager Certification Program, 2006, certified at level 4 (up to $50M/Yr.), 30 modules with 263 contact hours of training.

Six Sigma Expert Certification Program – 1999-2001, Wave 6 Graduate, certified as a 6σ Master Expert, 344 contact hours with oral defense of project approach, implementation methods, and validated results.

Integrated Product Development (IPDS) Certification Program, 2000, certified as **a** Deployment Specialist for the application of product life cycle engineering processes, 120 contact hours of training.

1990 – 2014, Over 200 contact hours of various topical courses in leadership, team building, ethics, Shipley proposal development, International Traffic in Arms and Regulations, statistical detection & estimation theory, program risk management, performance metrics.

PUBLICATIONS, CONFERENCES & INDUSTRY PAPERS

Harris, W. J., (2019). Technology adoption by global teams: Developing a cohesive approach. Society for the Advancement in Management, *SAM Advanced Management Journal*, 83 (1), 4-21.

Harris, W. J. (2018, April). Engineering management: Managing technology appropriation by global virtual tiger teams (Doctoral dissertation). ProQuest, LLC, Dissertations and Thesis database (UMI No. 10809041).

Harris, W. J. (2017, 8 September). Incremental innovation and risk: A balancing act for federal contractors. Seventh international Engaged Management Scholarship Conference, *Social Science Research Network*: https://ssrn.com/abstract=3027032

Harris, W. J. (2016). NASA range operations procurement approach considerations. LJT & Associates, LLC, for NASA Goddard Spaceflight Center (refereed, unpublished industry proprietary research paper).

APPOINTMENTS

Capture Manager Certification Program Lead Board Member, 2011 to 2014, A founding member of the Raytheon Intelligence and Information Systems business unit's employee development program - established training content, certification requirements, and mentored candidates in marketing, new business development, and pursuit capture.

Program Manager Training and Certification Board, 2003 to 2012. A founding member of the Raytheon Intelligence and Information Systems business unit's employee development program - established training content, certification requirements, and mentored candidates to achieve project/program management certification aligned with PMI/PMP requirements.

Raytheon 6σ Training and Certification Board, 2000 to 2006. Chaired the Raytheon Intelligence and Information Systems business unit's Six Sigma employee development program – spearheaded certification implementation, developed learning content and mentored candidates to achieve certified levels in Six Sigma.