

## Paul Flanagan

Professional with more than twenty years of progressive responsibility using information and analysis resources to further the enterprise's objectives. Proven record using complex technology to translate information into actions which move the company forward, create business value and reduce expenses. A team builder with strong communication skills known for achieving objectives and developing award winning operations.

**Experience** includes:

- Systems Development
- Management of Change
- Business Continuity Development
- Process Re-engineering
- Business/Product Development
- Operations Management
- Expert Witness
- Financial Systems
- Organizational Development

### Career Highlights

Substantial experience managing and developing complex information and telecommunications technology. Key areas include fundraising systems, financial systems (including ERP), telephone call centers, voice and data communications, business continuity implementation. Key management areas include change management, process reengineering, project management and self-managing teams.

### Professional Experience

**Christopher Technology Consulting LLC, Virginia Beach, VA (2002 – Present)**

#### Founder and Principal Consultant

- **Lead** implementation project for mission-critical fund-raising software for large non-profit organization.
- **Implemented** business recovery plan for medium sized communications company. Recommended changes which decreased annual cost by more than \$1.2 million while increasing capability.
- **Executed** change leadership functions (e.g. training, communication) for multiple clients.
- **Reviewed** information technology operation for medium sized consumer service enterprise. Recommended process changes which enabled significant market share expansion.
- **Negotiated** several large strategic vendor contracts, saving client over \$2 million, while maintaining excellent service and relationship with the vendors.
- **Assessed** mission-critical fund-raising software for three large non-profit organizations. Recommended systems that were implemented by clients.
- **Advised** as Expert Witness in litigations involving information technology.

**New York Times Shared Services Center, Norfolk, VA (1998 – 2001)**

#### Executive Director of Information Technology

*Key accomplishments include: creation of data center to implement enterprise wide services, in-sourcing of management and support of enterprise wide area data network (WAN), upgrading of PeopleSoft systems, and institution of project management disciplines. Winner of two Best Practice Awards from the Technology Managers' Forum, New York (1999).*

- **Managed** 70 people who provided information technology infrastructure and support services to the 30 business units which make up The New York Times Company.
- **Directed** the in-sourcing of IT functions and expanded internal implementation of PeopleSoft ERP at all business units which saved more than \$5 million annually at the service center and \$29 million corporate-wide.
- **Implemented** an internal help desk function that raised the service satisfaction level to exceed 90%.
- **Implemented** a business recovery plan that was successfully operated on 9/11/01.
- **Created** and staffed a project office. Directed implementation of a new project management methodology which improved performance to more on-time and under-budget projects than ever before.
- **Deferred** more than \$4 million in upgrade costs for two-years by executing a new upgrade strategy.

## **Christian Broadcasting Network, Virginia Beach, VA (1981 – 1998)**

### **Vice President. Information Services**

*Key accomplishments include: **Information Technology** – Directed creation of the largest and most sophisticated non-profit direct mail fund raising microcomputer based system. Downsized from legacy systems on mainframe to client/server systems, reducing per client annual cost by over 37%, saving over \$1.8 million annual computer costs.*

- **Managed** 250 people in the areas of information technology, telecommunications, customer service, mail services, print shop, letter shop and warehouse.
- **Directed** process to downsize computers to client/server model and initiated new fundraising software that saved more than \$1 million annually for over 15 years.

**Ranked** the best data processing division in non-profit industry segment in the PCWeek Magazine Fast Track 500 (29th overall) (June 1997)

**Telephone Services** – (5 PBX's, 2,600 lines, 13 million minutes long distance annual usage.) Reduced telecommunications unit expenses by over 70% through multi-vendor purchasing and alternate carrier arrangements.

- **Designed** "Telegate," a telephone fraud reduction device that detects and prevents service theft attacks by telephone hackers resulting in annual savings of \$100,000.

**Management Initiatives** – Converted information service departments to self-managing teams. Instituted continuous improvement and business process reengineering programs.

## **Regent University, Virginia Beach, VA (1989 – 1993)**

### **Adjunct Professor**

- **Taught** Information Systems Management to graduate students in the MBA Program in the College of Administration and Management.
- **Guest Lecturer** – Information Technology Management: 1998, 1999, 2001

## **Metis Corporation, Alexandria, VA (1971 – 1981)**

### **Entrepreneur. Co-founder & Vice President**

*Key accomplishments include: Created innovative software for data management, real-time management information systems, telecommunications, scientific analysis and simulation. Hardware systems design and integration experience. Software design and implementation.*

- **Led** this successful company (averaged 50% annual growth for 10 years), which designed and implemented computer systems for air traffic control and flight service stations.

## **Lambda Corporation, Arlington, VA (1968 – 1971)**

### **Project Director. Technical Staff**

- **Managed** and designed software systems for strategic war gaming and air traffic control.

### **Education**

Master of Science Degree, Operations Research, Civil Engineering,  
Massachusetts Institute of Technology, Cambridge, MA  
National Science Foundation Scholar

Bachelor of Science Degree, Mathematics,  
Massachusetts Institute of Technology, Cambridge, MA

### **Professional Affiliations**

Institute for Operations Research and Management Science (INFORMS)  
Association of Information Technology Professionals (AITP, formerly DPMA)

### **Certifications**

Certified Computing Professional (CCP) – Institute for Certification of Computer Professionals (ICCP)  
Process Design and Implementation: Reengineering and Change Management – Michael Hammer and Company