

# MICHAEL ALAN SHIRES

Email: [michaelashires@gmail.com](mailto:michaelashires@gmail.com)

## EDUCATION

*Ph.D., Public Policy Analysis, RAND Graduate School of Policy Studies, Distinction in Statistics, Santa Monica, CA, 1995.*

*M. Phil., Policy Analysis, RAND Graduate School of Policy Studies, Santa Monica, CA, 1992.*

*M.B.A., Anderson Graduate School of Management at UCLA, Concentrations in Marketing and Accounting, Los Angeles, CA, 1987. Captain and player/coach of Division III rugby team for two successful seasons. Worked half-time to full-time while completing full-time MBA program.*

*B.A., Economics, Cum Laude, University of California, Los Angeles, Los Angeles, CA, 1985. Honors included UCLA Honors College and Catalina Marine Biology Quarter. Competed on intercollegiate water polo team.*

## OVERVIEW OF WORK EXPERIENCE

Pepperdine School of Public Policy, Malibu, CA

- *Associate Dean for Strategy and Special Projects*, 2016 – present
- *Director of Assessment*, 2010 – present
- *Associate Professor of Public Policy*, 2003 – present (tenure awarded 2006)
- *Assistant Professor of Public Policy*, 2000 to 2003

Consultant – Policy Research and Business Services, various locations, 1985 - present

Public Policy Institute of California, *Research Fellow*, San Francisco, CA, 1995 - 2000

RAND, *Doctoral Fellow and Institute on Education and Training Education Fellow*, Santa Monica, CA, 1990 - 1995

Wickes Companies, Inc., *Senior Tax Accountant*, Santa Monica, CA, 1989 to 1990

law.dox, *Manager of Strategic Planning and Director of Operations*, Los Angeles, CA, 1987 to 1988

Diversified Realty Group, Inc., *Accountant/Acting Controller*, Los Angeles, CA, 1984 to 1986

## FELLOWSHIPS, HONORS, AND AWARDS

*Future Candidates Seminar, Leadership Institute*, Arlington, VA, 2014.

Recruited to attend national program designed to raise up conservative leaders to run for elected office.

*FDD Academic Fellow, Foundation for the Defense of Democracy*, Washington, DC, 2013.

Selected for national honor to participate in intensive program and course on terrorism and the threat it poses to democratic societies, including programming related to terrorists' ideologies, motives, operations and how democracies can fight them. Program included two-week visit to Israel, including exchanges with Israeli and other international academics and national security experts, as well as visits at security facilities, bases and programs across the country.

**MICHAEL ALAN SHIRES**  
**- Curriculum Vitae Page 2 -**

**LEADERSHIP AND ADMINISTRATIVE EXPERIENCE**

Pepperdine School of Public Policy, Malibu, CA.

ADMINISTRATIVE TASKS GENERALLY ASSOCIATED WITH CURRICULUM AND PROGRAMMING

- Coordinating SPP Annual Review Process – Managing layout and planning of RTP processes  
Coordinating and making committee assignments to university-wide and internal faculty committees
- Running faculty meetings
- Developing agendas for faculty meetings
- Assisting in first year student assignments to course cohorts
- Assisting in developing course schedules each semesters
- Built class-concentration balancing model used to identify projected course and staffing needs
- Assisted in coordinating faculty scheduling to accommodate leaves and sabbaticals
- Actively recruiting adjuncts to cover portions of the program curriculum
- Managing and leading segments of some Board of Visitors meetings
- Oversee and manage Summer Internship program
- Oversee and manage Capstone Policy Seminar program
- Some specific reviews and curriculum changes I oversaw and coordinated include:
  - Sequencing of core classes in curriculum:
    - Order/timing of “roots of the American Order” and “Ethics in Public Policy” courses
    - Timing of core applied policy analysis course in curriculum (MPP 604) as it was shifted from the third semester to the second semester to its current place in the first semester of the four-semester program
    - Timing and content, and eventual elimination as a core requirement of Public Policy and the Law course
  - Revising content and tracking of students in the economics portion of the core
  - Development of econometrics as a pre-requisite for a concentration in economics
  - Revision of focus and content of core policy analysis course
  - Revision of capstone policy seminar structure, standards, and requirements
  - Redesign of summer internship program, review, administration and requirements
  - Revisitation and eventual modification of the New Student Orientation Leadership Workshop
  - Revision, restructuring and eventual merger of the Mid-program Leadership Workshop into the Summer Internship Program

MANAGING ASSESSMENT PLANNING AT SPP

- Developing and overseeing internship assessment and review processes
- Coordinating capstone pedagogies and processes
- Developing capstone assessment processes
- Overseeing capstone assessment processes

SPP-SPECIFIC COMMITTEE SERVICE

- Academic Ethics Committee (Student Honor Boards)
- SPP Assessment Committee
- Student Grade Petition Committee
- Rank, Tenure, and Promotion Committee
- Faculty Search and Hiring Committees

**MICHAEL ALAN SHIRES**  
**- Curriculum Vitae Page 3 -**

**LEADERSHIP AND ADMINISTRATIVE EXPERIENCE (Pepperdine *continued*)**

**UNIVERSITY-WIDE COMMITTEE SERVICE**

- WASC Accreditation Steering Committee
- University Planning Committee
- University Academic Council
- High Impact Practices Committee
- Advancement of Student Learning Council
- University Grievance Committee
- Library Faculty Committee
- Technology and Learning Faculty Steering Committee (Vice-chair)
- Education Technology Users Group
- Hiring Search Committees (for Chief Information Officer)
- Institutional Review Board (Human Subjects Protection)

**REPRESENTATION OF SPP TO CONSTITUENCIES EXTERNAL TO THE SCHOOL**

- Institutional representative to Network Among Schools of Public Policy, Affairs and Administration
- Institutional representative to Association for Public Policy Analysis and Management
- Policy program collaboration with other schools (including George Washington University, USC Price School and Pardee RAND Graduate School of Policy Studies)
- Development of the Pepperdine-hosted National Institute of Public Finance with the Graziadio School of Business and Management under the auspices of the National Association of State Treasurers
- Appearances on video-based *Graziadio Business Review* with members of the GSBM finance faculty

**ANNUAL NEW STUDENT ORIENTATION LEADERSHIP WORKSHOP**

- Organizing and leading/co-leading workshop for 13 years (assisting for two years before that)
- Planning logistics for annual 3-day, new student orientation with event staff and administration
- Developing Program objectives for student leadership and team-building exercises
- Leading and co-leading new student orientation over three-day program

**PEPPERDINE UNIVERSITY WASC ACCREDITATION PROCESS**

- Representative for School of Public Policy to the WASC Accreditation Steering Committee
- Served as part of host committee for site visits
- Participated in conversations with WASC accreditation committee and site visit teams.

**SPP FIVE-YEAR PROGRAM REVIEW**

- Developed plan for preparing review
- Oversaw data systems development and collection for 5-year review
- Coordinated and guided external review process
- Wrote and prepared draft of document
- Presented Five-year Program Review to faculty, staff, alumni, advisory board, students, and general school community
- Revised final report and submitted to university review process
- Wrote and negotiated Memorandum of Understanding with administration for implementation of recommendations of Five-year Program Review
- Implemented on-going annual re-evaluation and accountability process for MOU and 5-year review

**SURVEY AND MARKETING INITIATIVES**

- Conduct regular, periodic SPP-specific alumni surveys
- Coordinating surveys for other matters with OIE
- Coordinate SPP completion of national data surveys relating to graduate programs and graduate programs in public policy
- Conduct focus groups with alumni regarding key program issues, curriculum and planning

# MICHAEL ALAN SHIRES

## - Curriculum Vitae Page 4 -

### LEADERSHIP AND ADMINISTRATIVE EXPERIENCE (*Pepperdine continued*)

#### DEVELOPMENT OF SPP STRATEGIC PLANNING PROCESS AND PLAN

- In conjunction with five-year review, led school-wide conversation about the school's strategic direction and vision
- Convened and moderated community meetings with faculty
- Convened and moderated community meetings with staff
- Convened and moderated community meetings with alumni
- Convened and moderated community meetings with students
- Convened and moderated community meetings with members of the Board of Visitors
- Meet individually with each member of the Board of Visitors and selected donors to ascertain their interests and vision for the school
- Drafted initial version of SPP Strategic Plan
- Collaborated with another member of faculty to craft compromise language for strategic plan
- Final draft was adopted by faculty and advanced to Dean for final revisions and changes

#### DEVELOPING PROGRAM PROPOSALS

- Central role in discussion/development of new programs
- Coordination with MDR and Law about revisions to joint degree
- Coordination with Seaver International Studies division about 5-year degree program
- Coordination with Seaver Communications division about shared specializations
- Coordination with Seaver Communications division about joint degree programs
- Preparing and shepherding proposal submissions through University Academic Council approval
- Leading program discussions of possible new Washington DC program

#### SERVING AS COORDINATOR FOR SPP ADMINISTRATIVE ISSUES

- Hiring staff in Student Services – career director, student services, administrative staff
- Filling in for career services staff: Served as temporary Career Services Director
- Oversaw development of professional training workshops and programs with career services staff
- Speaking at various professional skills workshops on topics including career management, resumes, interviews, cover letters, time management, public speaking, writing for policy, business writing, networking, and relationship management
- Developed specialized curriculum for Presidential Management Fellowship program that builds off SPP curriculum to prepare students for the written and in-person assessment processes for this nationally competitive program.

**Network of Schools of Public Policy, Affairs, and Administration (NASPAA)**, Washington, DC – National professional association for administrators and leaders of public policy programs across the U.S.

***Chair and Member, NASPAA Data Committee*** (2015 - present) – Selected to serve on NASPAA committee tasked with accumulating data on all public affairs, public policy, and public administration programs. Surveys include not only enrollment and administrative data (including faculty salaries), but also instruments targeted at alumni and professionals.

***Judge, NASPAA Student Simulation Competition*** (February 2015) – One of three judges in Western Region of inaugural national public policy student challenge using ground-breaking big-data simulation technologies to foster student policy analysis and competition.

**National Institute of Public Finance**, Lexington, KY – Educational program organized under the auspices and control of the National Association of State Treasurers.

***Member, Board of Trustees*** (2015 - present) – Serve as board member of national certificate training program for state treasurers and their staffs. The program is offered in co-sponsorship with the National Association of State Treasurers.

**MICHAEL ALAN SHIRES**  
**- Curriculum Vitae Page 5 -**

**LEADERSHIP AND ADMINISTRATIVE EXPERIENCE** *(continued)*

**Association for Public Policy Analysis and Management (APPAM)**, Washington, DC. National professional association for scholars with professional research and scholarship interests in the field of public policy.

***Book Review Editor, Journal of Policy Analysis and Management*** (09/2015 - present) – Appointed by JPAM Editor to serve as book review editor for national, highly-ranked policy journal.

***Member, Strategic Planning Committee*** (11/2014 - present) – Appointed by president-elect and governing board to serve on committee revisiting the APPAM Strategic Plan to update it to the contemporary policy environment.

***Chair, APPAM Data Committee*** (2013 - present) – Oversee efforts by APPAM to (1) coordinate data collection at master's level for public policy and affairs programs nationally with NASPAA; (2) develop data on doctoral policy programs nationally; and (3) map career paths and employment by nongovernmental, nonacademic public policy employers.

***Member, Executive Committee of Policy Council*** (2013 - 2015) – leadership committee of governing board of national professional association for professionals in the field of public policy.

***Member, Policy Council*** (2012 - 2015) – elected by Committee of Institutional Representatives to the governing board.

***Chair, Committee of Institutional Representatives*** (2013 - 2015) – Elected position leading primary representative body of national professional association.

***Conference Co-chair, APPAM National Spring Conference***, (2013 - 2015) – Appointed by governing board to organize more than 30 sessions with 3-6 participants at annual national conference focusing on teaching and pedagogy in public policy (Spring 2014) and building bridges between the academy and the practitioner community (Spring 2015). Responsibilities included selecting themes, soliciting proposals, overseeing proposal selection process, coordinating invited panels and sessions, and general conference logistics.

***Program Committee Section co-chair, APPAM Fall Research Conference*** (2013) – Appointed by president-elect to organize more than 30 sessions with 3-6 participants at annual national conference—covering the areas of human capital, education, and workforce development.

***Vice chair, Committee of Institutional Representatives*** (2009 – 2011) – Elected position in leadership of primary representative body of national professional association.

***Secretary, Committee of Institutional Representatives*** (2005 - 2007) – Elected position in leadership of primary representative body of national professional association.

**One Heart for Israel**, Simi Valley, CA – Non-profit charitable education organization organized under IRS Code Section 501(c)(3) whose mission is to build bridges between Israel and the United States by fostering travel, educational and cultural exchanges. Mission focus is explicitly on building those bridges between the U.S. Christian community and the various Christian, Jewish and Secular communities in Israel.

***Member, Board of Directors***, (07/2014 - present) – Founding board member for nonprofit foundation

***Secretary, Board of Directors*** (07/2015 - present) – Elected secretary of foundation board

***Senior Vice President*** (10/2015 - present) – Appointed to senior leadership role by governing board in non-profit 501(c)(3) charitable educational organization. Responsibilities include fundraising, operations, communications, media, and program development.

**MICHAEL ALAN SHIRES**  
**- Curriculum Vitae Page 6 -**

**TEACHING EXPERIENCE**

**Pepperdine School of Public Policy**

*Associate Professor of Public Policy* (tenured), 2003 - present  
*Assistant Professor of Public Policy* (tenure-track), 2000 – 2003  
*Adjunct Faculty*, 1999

Teaching position at new policy school focusing on state, regional and local policy issues as well as the application of policy, economic, political and analytic theory to policy. Additional areas include energy policy, technology and public policy, as well as quantitative analysis and education policy issues.

**John E. Anderson School of Management at UCLA**, Fall Quarter 1994.

*Instructor*, Statistics for business applications for MBA students covering probability, random variables and distributions, regression, multiple linear regression and decision theory.

**California State University, Dominguez Hills, School of Management, Department of Public Administration**, Fall Semester 1993.

*Lecturer*, Management and application of a systems approach to strategic planning in the public sector for undergraduate and graduate students.

**FUNDRAISING EXPERIENCE AND GRANTS RECEIVED**

**One Heart for Israel**, Simi Valley, CA (08/2015 – present)

- Secured \$200,000 in donations for operational and operational expenses from major donor.
- Sustained monthly support ranging from \$500 to \$2,000 from collection of small donors.
- Secured requests for proposals from major foundations and donors totaling more than \$5 million.

**Mulholland Institute**, Calabasas, CA – Co-principal investigator on major research initiatives in collaboration with local economic development and analysis firm examining the implementation of the Sustainable Communities Strategy of the SCAG 2012 Regional Transportation Plan in the Northeast San Fernando Valley.

- Southern California Association of Governments, November 2014, *Northeast San Fernando Valley Sustainability and Prosperity Strategy*, \$157,000.

**Pepperdine School of Public Policy**, Malibu, CA – Principle investigator or co-principal investigator on the following research grants:

- Small Business Action Committee, December 2010, *California Split Roll Analysis*, \$75,000.
- Small Business Action Committee, December 2010, *An Analysis of K-12 Expenditures in California*, \$45,000.
- Small Business Action Committee, June 2010, *An Analysis of K-12 Expenditures in California*, \$20,000.
- Bradley Foundation, Summer 2006, *The Religion and Civil Society Project: Faith-based Disaster Relief*, \$50,000.

**The McCarty Companies**, Los Angeles, CA – Co-principal investigator on research initiative developing an Economic Development Plan for Northeast San Fernando Valley.

- Southern California Association of Governments, September 2009, *Interstate 5 Corridor Economic Development Plan*, \$96,000.

**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 7 -

**ADDITIONAL PROFESSIONAL AND RESEARCH ACTIVITIES**

- **Aspen Institute**, Outside reviewer for project proposals.
- **California Higher Education Roundtable/RAND**. Advisory Committee for research effort on the Future of Postsecondary Education in California.
- **California Governance Consensus Project**. Participated on several panels on state/local finance, K-12 education and postsecondary education.
- **California Higher Education Policy Center**. Participated on several panels addressing various topics in higher education including enrollment projections, financial aid and student need, the future of public higher education in California.
- **California Center for Jobs and the Economy-Research Advisory Council**. Serve as technical expert on California economic issues.
- **City of Oakland Economic Advisory Council**. Serve on advisory body providing the City of Oakland with assistance and planning for economic contingencies and issues.
- **City of Simi Valley Citizens' Election Advisory Commission**. Serve as commissioner on city commission charged with enforcing election laws in local elections.
- **Georgetown University Press**. Peer-reviewed manuscript for recently released book on special district governance and tax incidence in the United States.
- **Hawaii International Conference on System Science**, Serve as outside expert reviewer for peer-reviewed conference papers.
- **Informing Science and IT Education 2004 Conference**, Served as outside expert reviewer for peer-reviewed conference papers.
- **National Tax Journal**. Peer-reviewed manuscript for articles on local government finance.
- **Postsecondary Subgroup of the Facilities and Finance Working Group of the California Legislature's Joint Committee to Develop a Master Plan for Education—Kindergarten Through University**. Member of advisory working group for decennial legislative review of the California Master Plan for Higher Education.
- **Public Policy Institute of California**. First hire at nonpartisan thinktank committed to California state and local policy issues. Assisted in design of most procedures and strategies within the institution. Chair of the Computer Advisory Committee, numerous recruiting committees, and Selection and Review Committees for the PPIC Extramural Research Program.
- **RAND Graduate School Advisory Board**. Representative to joint student/faculty/staff advisory committee that included elite academics (and two Nobel Laureates).
- **RAND Graduate Students Organization**. Class representative on student governing body.
- **San Fernando Valley Council of Governments, Transportation Advisory Committee member**, Los Angeles, CA. Serve as advisor to regional council of governments on transportation and economic development issues.
- **Simi Valley Unified School District, School Site Councilmember**, Simi Valley, CA. Served term as elected representative on advisory board for local public school regarding spending and revenue prioritization for Wood Ranch Elementary School.

**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 8 -

**SELECTED MAJOR MEDIA PRESENTATIONS**

**Special areas of media expertise:** California politics and finance, U.S. federal fiscal and budget issues, U.S. and international foreign policy issues, the Affordable Care Act, U.S. and California K-12 and higher education policy issues, ethics and accountability in government, U.S. and California election issues and coverage

**Political Commentary on Issues of the Week, KCAL9 News**, monthly Saturday morning in-studio commentary on the political issues of the day, January 2012 – present

**Political Commentary on Issues of the Week, KTLA Channel 5 News**, periodic in-studio commentary on the political issues of the day, January 2013 – present

**Political Commentary on Issues of the Week, KRLA 870 AM**, periodic in-studio commentary on the political issues of the day including occasional in-depth segments on *Newsmakers* Sunday morning news program, November 2012 – present

**Election Coverage, KRLA 870 AM**, radio commentary role on the national Republican and general election processes for the 2012 and 2014 elections, October 2011 – present

**The Effects of a Split Roll on California's Economy, Fox News 13**, local, in-studio TV coverage on research findings from Pepperdine study, March 2012

**The Debate Over Propositions 8 and 11, LA Cityview 35**, in-studio commentary on Propositions 8 (Definition of Marriage) and 11 (Redistricting), October 2008

**Super-Tuesday Election Coverage, KTLA Channel 5 News**, provided in-studio commentary on election results from February 5, 2008 election, February 2008

**Initiatives and Leadership in California Government**, a panel on *This Week in Review* television show, Santa Monica, CA, September 2005

**Ethics in the Governor's Mansion**, a panel on *This Week in Review* television show, Santa Monica, CA, July 2005

**Privatizing the UC Boalt Hall Law School**, a panel on *This Week in Review* television show, Santa Monica, CA, January 2005

**California's 2004 General Election—What It Means to Californians**, a panel on *This Week in Review* television show, Santa Monica, CA, November 2004

**Iraq War Profiteering: Advocacy and Business Success, Warren Olney's To the Point**, NPR National Radio Show, Los Angeles, CA, July 2004

**Schwarzenegger Inauguration Overview, KCBS Channel 2 News**, provided in-studio commentary of inauguration of Governor Arnold Schwarzenegger, Los Angeles, CA, November 2003

**California Policy Overview, KCAL Channel 9 News**, provided in-studio commentary regarding California politics, budget and policy, Los Angeles, CA, November 2003

**Election 2002 Overview, Air Talk with Larry Mantle**, Guest on NPR Radio Program, Pasadena, CA, November 2002

**Life and Times Tonight, KCET-TV, California's National Rank in K-12: How We Got Here**, TV Panelist, Los Angeles, CA, April 1998

**Life and Times Tonight, KCET-TV, Admission Impossible: Future Access to Higher Education in California**, Advisory Committee and TV Panelist, Los Angeles, CA, April 1998



**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 9 -

**AREAS OF RESEARCH EXPERTISE**

- *Strategic planning, assessment, and implementation*
- *Economic development and opportunity*
- *Leadership and ethics in public initiatives and institutions*
- *Postsecondary governance, access, finance, and processes*
- *Local and regional community and economic development issues*
- *State, regional and local government finance and governance*
- *K-12 education finance, governance, structure, and accountability*
- *Modeling complex fiscal and production processes in public policy*
- *Accountability and technology in government policy*

**SELECTED PUBLICATIONS**

- The Economic Impact of the Westlands Water District on the Local and Regional Economy*, Economic impact study of largest water district in the United States, August 2016
- The U.S. Cities Creating the Most White-Collar Jobs, 2016*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, July 2016
- The U.S. Cities Winning the Battle for Manufacturing Jobs*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2016
- The Cities That Are Winning the Battle for Information Jobs*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2016
- The Best Small and Medium-size Cities For Jobs, 2016*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2016
- Northeast San Fernando Valley: Sustainability and Prosperity Strategy*, (co-authored) Monograph strategy prepared for the Mulholland Institute under contract with the Southern California Association of Governments, May 2016, 145 pp. (website and document at <http://www.northeaststrategy.org>)
- The Cities For Jobs, 2016*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2016
- The Cities Leading a U.S. Manufacturing Revival*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, July 2015
- The Cities Creating the Most White-Collar Jobs*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, July 2015
- The Cities That Are Winning the Battle for Information Jobs 2015*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015
- Smaller Stars: The Best Small and Medium-size Cities for Jobs 2015*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015
- The Best Big Cities for Jobs 2015*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015

**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 10 -

**SELECTED PUBLICATIONS** *(continued)*

- The Best Cities for Jobs*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015
- The Effects of California's Energy Policy on Opportunity in Los Angeles County*, report prepared for the Valley Industry and Commerce Association, July 2014
- Malibu, California: Yesterday, Today, and Tomorrow*, (co-authored), concept document prepared for Malibu Coastal Vision, Summer 2014
- The Cities Stealing Jobs from Wall Street*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2014
- America's New Industrial Boomtowns*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2014
- The Cities Winning the Battle for Information Jobs*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2014
- The Best Small and Midsize Cities for Jobs 2014*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2014
- The Best Cities for Jobs 2014*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, April 2014
- The Cities That Are Stealing Finance Jobs from Wall Street*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013
- The Cities Winning the Battle for Information Jobs*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013
- America's New Manufacturing Boomtowns*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013
- The Best Cities for Jobs 2013*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013
- 2012 California Business Roundtable – Pepperdine School of Public Policy Election Poll series* (co-authored), biweekly series of public opinion polls covering initiatives and election-related issues for November 2012 election, July 2012 – November 2012
- 2012 Best Cities for Job Growth*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2012
- An Analysis of Split Roll Property Tax Rolls Issues and Impacts*, (coauthored), Economic analysis of impacts of proposed revision to California property tax system, Davenport Institute study at Pepperdine University, March 2012
- 2011 Best Cities for Job Growth*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2011
- An Updated Analysis of Statewide and District-level K-12 Education Spending in California: FY 2003-04 to FY 2008-09*, (coauthored), Davenport Institute study at Pepperdine University, January 2011
- An Analysis of K-12 Education Expenditures in California: FY 2003-04 to FY 2008-09*, (coauthored), Davenport Institute study at Pepperdine University, July 2010

**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 11 -

**SELECTED PUBLICATIONS** (*continued*)

- Interstate 5 Corridor Economic Development Plan*, (co-authored), Developed strategic plan for economic development for specific subregion for San Fernando Valley Council of Governments under contract with the Southern California Association of Governments, 2010, 75 pp.
- 2010 Best Cities for Job Growth*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2010
- 2009 Best Cities for Job Growth*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2009
- Boomtowns '08: Best Places for Doing Business in America*, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2008
- Interstate-5 Corridor: Economic and Community Development Strategy* (co-authored), research report prepared for the Mulholland Institute, Los Angeles, CA, 2007, 64 pp.
- Boomtowns '07: Best Places for Doing Business in America*, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2007
- Calabasas Performing Arts Center: Feasibility Study Business Model*, (co-authored), Feasibility study and analysis of proposed community performing arts center, 2006, 140 pp.
- Boomtowns 2006: Best Places for Doing Business in America*, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2006
- Best Places for Doing Business in America 2005*, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2005, pp. 93-110.
- Prosperity Tomorrow: San Fernando Valley, Southern California's Region of Opportunity*, research report prepared for the Mulholland Institute, Los Angeles, CA, 2004, 35 pp.
- Our Future Neighborhoods: Housing and Urban Villages in the San Fernando Valley*, research report prepared for the Economic Alliance of the San Fernando Valley, Los Angeles, CA, 2003
- Expanding Citizen Access and Public Official Accountability through Knowledge Creation Technology: One Recent Development in e-Democracy*, (coauthored), *Proceedings of the Thirty-Sixth Annual Hawaii International Conference on System Sciences (CD/ROM)*, January 6-9, 2003, Computer Society Press, 2003, 10 pp.
- A Definition of Public Policy and RAND*, contributed essays in David Schultz, *Encyclopedia of Public Administration and Public Policy*, New York: Facts on File, Inc., 2003
- The Development of Counties as Municipal Governments: A Case Study of Los Angeles County in the 21<sup>st</sup> Century*, (coauthored), *Urban Affairs Review*, March 2002, 37: 575-591
- Using Finance to Meet State Goals in the Master Plan for Education*, (coauthored), Report to the Joint Committee to Develop A Master Plan for California—Kindergarten through University from the Postsecondary Education Working Group of the Facilities and Finance Working Group, Sacramento, CA, February 2002
- Alternative Approaches to Funding Higher Education in California*, Working paper for the Joint Committee to Develop a Master Plan for California—Kindergarten through University, Sacramento, CA, April 2001
- Risky Business: Los Angeles County's Role in Providing Local Services*, (coauthored) Public Policy Institute of California, San Francisco, CA, 2000

# MICHAEL ALAN SHIRES

- Curriculum Vitae Page 12 -

## SELECTED PUBLICATIONS *(continued)*

- Patterns in California Government Revenues Since Proposition 13*, Public Policy Institute of California, San Francisco, CA, 1999
- Has Proposition 13 Delivered? The Changing Tax Burden in California*, (coauthored) Public Policy Institute of California, San Francisco, CA, 1998
- Differences in Participation, Transition and Degree Completion in Postsecondary Education in California: The Effects of Equalizing Across Race/Ethnicity*, Public Policy Institute of California Working Paper, San Francisco, CA, 1998
- A Review of Local Government Revenue Data*, (coauthored) Public Policy Institute of California Report, San Francisco, CA, 1997
- The Future of Public Undergraduate Education in California*, RAND Monograph Report MR-561-LE, Santa Monica, CA, 1996
- Projecting California's Fiscal Future*, (coauthored) RAND Report MR-570, Santa Monica, CA, 1995
- The California Master Plan Revisited (Again): Prospects for Providing Access to Public Undergraduate Education in California*, Dissertation, RAND Graduate School, 1995
- The Effects of the California Voucher Initiative on Public Expenditures for Education*, (coauthored) RAND Monograph Report MR-364-LE, Santa Monica, CA, 1994
- Estimating a Research and Development Index*, RAND Monograph Report MR-174-ACQ, Santa Monica, CA, 1993
- The Redesign of Governance in Higher Education*, (coauthored) RAND Monograph Report MR-222-IET, Santa Monica, CA, 1993
- The Evolution of the European Economy: Implications for Transatlantic Relations*, (coauthored) RAND Note N-3432-FF, Santa Monica, CA, 1991
- The Fairness Debate in U.S.-Japan Economic Relations*, (coauthored) RAND Report for the Center for U.S.-Japan Relations, RAND Report R-4100-CSUJR, Santa Monica, CA, 1991

## LEGISLATIVE AND GOVERNMENT ORGANIZATION TESTIMONY

- Southern California Association of Governments**, *Leadership Roundtable: Northeast Valley Sustainability and Prosperity Strategy*, moderated discussion with community leaders in the Northeast San Fernando Valley about strategies for sustainable community development, Van Nuys, CA, May 2016
- Wyoming Infrastructure Authority**, *California's Energy Policy's Impact on Electricity Rates*, Invited Testimony for state regulatory board, Jackson Hole, WY, October 2014
- California State Assembly—Assembly Budget Subcommittee No. 4**, *California's Five-year Infrastructure Plan*, Invited Testimony for state legislative committee, Sacramento, CA, February 2014
- California State Assembly—Assembly Committee on Revenue & Taxation**, *Proposition 13 and Local Tax Authority*, Invited Testimony for legislative committee, Sacramento, CA, April 2013
- San Fernando Valley Council of Governments**, *Valley Mobility Summit 2012—Making Ends Meet*, Invited Keynote Panel at Regional Transportation Conference, Valencia, CA, October 2012

# MICHAEL ALAN SHIRES

- Curriculum Vitae Page 13 -

## LEGISLATIVE AND GOVERNMENT ORGANIZATION TESTIMONY (*continued*)

- San Fernando Valley Council of Governments**, *Issues in Developing a Workplan for the SFVCOG-Building an Economic Development Strategy for the I-5 Corridor*, Invited Testimony to regional government, Van Nuys, CA, April 2011
- California State Assembly—Joint Hearing of the Assembly Committee on Accountability and Administrative Review**, *The Future and Governance of Special Districts in California*, Invited Testimony before legislative committee, Sacramento, CA, March 2011
- Where Are We Headed? The Future of Local Government Public Policy and Relationship with the State**, Invited Featured Speaker at the *2005 State Controller's Annual Conference With County Auditors*, Santa Ana, CA, October 2005
- Joint Committee to Develop a Master Plan for Education—Kindergarten through University**, *Financial Aid and Fee Policy in California Postsecondary Education*, Invited Panelist, Sacramento, CA, August 2002
- Joint Committee to Develop a Master Plan for Education—Kindergarten through University**, *General Issues Regarding the New California Master Plan for Education*, Invited Panelist, Lancaster, CA, June 2002
- Joint Committee to Develop a Master Plan for Education—Kindergarten through University**, *Affordability Issues Regarding the New California Master Plan for Education*, Invited Panelist, Pasadena, CA, June 2002
- Joint Committee to Develop a Master Plan for Education—Kindergarten through University**, *General Issues Regarding the New California Master Plan for Education*, Invited Panelist, Santa Clarita, CA, June 2002
- Joint Committee to Develop a Master Plan for Education—Kindergarten through University**, *Affordability Issues in the New California Master Plan for Education*, Invited Panelist, Culver City, CA, June 2002
- Postsecondary Subgroup of the Facilities and Finance Working Group of the Joint Committee to Develop a Master Plan for Education—Kindergarten through University**, *Alternative Approaches to Funding Postsecondary Education in California*, Discussion Briefing, Sacramento, CA, August 2001
- California Contract Cities Association**, *The Forces Shaping Local Government Finance in California and Its Implications for Cities*, Keynote Conference Address, Palm Springs, CA, May 2000
- Los Angeles County Economy and Efficiency Commission**, *Risky Business: Los Angeles County's Role in the Provision of Local Services*, Testimony before Deliberative Body, Los Angeles, CA, November 1999
- California Legislature—Joint Committee to Develop a Master Plan for Education-Kindergarten through University**, *Student Demand for Higher Education and the Costs of Their Enrollment*, Legislative testimony, Sacramento, CA, September 1999
- California Association of County Auditor-Controllers**, *Patterns in California State and Local Government Revenues Since Proposition 13*, Keynote Address, Ventura, CA, April 1999
- California Speaker's Commission on State and Local Government Finance**, *Patterns in California State and Local Government Revenues Since Proposition 13*, Invited Testimony, San Francisco, CA, March 1999
- California Lieutenant Governor Gray Davis**, *Issues in K-12 and Postsecondary Education in California*, Sacramento, CA, May 1997

# MICHAEL ALAN SHIRES

- Curriculum Vitae Page 14 -

## LEGISLATIVE AND GOVERNMENT ORGANIZATION TESTIMONY (*continued*)

- Controller's Quarterly Conference**, *Access Denied: The Future of Public Undergraduate Education in California*, San Francisco, CA, March 1997
- California State Controller's Senior Staff**, *A Review of Local Government Revenue Data in California*, Sacramento, CA, March 1997
- California State Assembly and Senate Key Committee Consultants**, *Issues in Local Government Fiscal Reporting*, Sacramento, CA, March 1996
- California State Assembly and Senate Legislators and Key Committee Consultants**, *Current Research on the California Tax (Public Revenue) Burden*, Sacramento, CA, February 1996
- California Cabinet Directors and Senior Executive Branch Staff**, *Current Research on the California Tax (Public Revenue) Burden*, Sacramento, CA, February 1996
- California Assembly Committee on Higher Education**, *The Future Prospects for Access to Public Undergraduate Education in California*, Berkeley, CA, November 1995
- California Assembly Committee on Higher Education**, *Estimation Issues for Projecting Higher Education Enrollments in California*, Sacramento, California, June 1995
- Controller's Quarterly Conference**, *California's Fiscal Future*, Sacramento, CA, April 1995

## ACADEMIC, PROFESSIONAL AND OTHER CONFERENCE PARTICIPATION

- Bridging the Gap between Research, Policy, and Practice**, Conference co-chair and Moderator for the Association for Public Policy Analysis and Management Annual Spring Meeting, Washington, DC, April 2015
- How Rankings Affect Public Policy Schools and Programs**, Presentation at the Network Among Schools of Public Affairs, Policy, and Administration Annual National Conference (NASPAA), Albuquerque, NM, November 2014
- The Landscape of Public Affairs Education: Results from the NASPAA Data Center Project**, Presentation at the NASPAA Annual National Conference, Albuquerque, NM, November 2014
- How Technology Is Changing Learning in the Classroom of the Future: Responses to the *On the Horizon Report 2013***, Invited Panelist at the Pepperdine University Technology and Leadership Conference, Westlake Village, CA, October 2013
- Regional Strategies and Responses to the Valley's Transportation Needs**, Invited Keynote Panelist at the 2012 San Fernando Valley Mobility Summit sponsored by the San Fernando Valley Council of Governments, October 2012
- The New Economics of Transportation**, Presentation at the 2011 San Fernando Valley Mobility Summit sponsored by the San Fernando Valley Council of Governments, November 2011
- State and Municipal Default Workshop**, participant in high-level discussion of state and municipal default issues sponsored by the Hoover Institution, Palo Alto, CA, June 2011
- California Municipal Finance Conference**, *An Analysis of K-12 Expenditures in California*, Conference Panel Presentation, Huntington Beach, CA, March 2011
- Ventura County Economic Development Association**, *Reform What Does It Mean to Your Business*, moderated 40<sup>th</sup> Annual Business Outlook Conference, Camarillo, CA, October 2010
- Preserving the American Dream Conference**, *Opportunity Urbanism*, Conference Panel Discussion, Houston, TX, May 2008

# MICHAEL ALAN SHIRES

- Curriculum Vitae Page 15 -

## ACADEMIC, PROFESSIONAL AND OTHER CONFERENCE PARTICIPATION *(continued)*

- Hewlett Foundation Community College Symposium**, Invited Panelist at high-level policy meeting discussing reform and financing issues in California's community colleges, Los Altos Hills, CA, November 2005
- Innovations in Case Teaching**, Panelist on roundtable at the Association for Public Policy Analysis and Management Annual Fall Research Conference, Washington, DC, November 2005
- Teaching Ethics to MPP and MPA Students**, Roundtable Panel Presentation at the Association for Public Policy Analysis and Management Annual Fall Research Conference, Atlanta, GA, November 2004
- Adult Learning Models in Professional Policy Education**, Panel Presentation at Pepperdine Faculty Conference, Malibu, CA, October 2004
- Hawaii International Conference on System Science**, *Expanding Citizen Access and Public Official Accountability through Knowledge Creation Technology: One Recent Development in e-Democracy*, Waikoloa, HI, January 2003
- Municipal Management Association of Southern California**, *California's Energy Crisis: Today and Tomorrow*, Conference Address, Big Bear Lake, CA, July 2001
- Western Economic Association, International**, *Comments on the Application of Macroeconomic Models to Local and Regional Economies*, Conference Panel Discussion, San Francisco, CA, July 2001
- California Community College Public Relations Officers Organization**, *Swimming Against the Current: The Future of Higher Education in California*, Keynote Luncheon Address, Monterey, CA, April 1999
- Tenth Annual Envisioning California Conference**, *Proposition 13: Consequences and Considerations*, Invited Featured Panelist, Sacramento, CA, September 1998
- California Association for Institutional Research**, *The Future of Higher Education in California*, Invited Panelist at the Annual State Conference, San Francisco, CA, November 1997
- Association for Public Policy Analysis and Management Annual Conference**, *Differences in Participation in Postsecondary Education in California: Techniques for Identifying the Sources*, Washington, DC, November 1997
- Links '97 Conference**, *The Role of Nonprofit Research Institutions in Building Bridges Between State Government and Higher Education*, Springfield, IL, May 1997
- American Society for Public Administration, Region X Annual Conference**, *Trends in California's Municipal Finance: Past and Future*, Sacramento, CA, April 1997
- California Community Colleges Public Relations Organization**, *Navigating the Future Through Changing Seas*, Conference Keynote Luncheon Address, Shell Beach, CA, April 1997
- Western Economic Association Conference**, *Prospects for Providing Access to Public Undergraduate Education in California*, San Diego, CA, July 1995
- California Little Hoover Commission**, *A History of California's Finance and Budgets*, Electronic Data Compilation of California budgetary and economic data, June 1994
- Association for Public Policy Analysis and Management Annual Conference**, *The Changing Environment in Higher Education* (coauthored), Washington, DC, October 1993

**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 16 -

**OTHER TESTIMONY AND PRESENTATIONS**

- Conejo Chinese Cultural Association and the California Lutheran University Department of Languages and Cultures**, *What the 2016 Election Means to the Chinese Community*, Invited Presentation, Thousand Oaks, CA, June 2016
- White Memorial Medical Center Charitable Foundation Board of Directors Meeting**, *Today's Prognosis on the Affordable Care Act*, **Invited** Presentation to the Board of the White Memorial Medical Center Charitable Foundation, Laguna Niguel, CA, September 2014
- Pepperdine University "Great Conversations Series,"** *Whither California*, led weekend workshop with elite donors on the issues shaping California policy and politics, Malibu, CA, June 2011
- Prosperity Tomorrow: Economic Opportunity in the San Fernando Valley**, Keynote Presentation at the annual *Info Summit 2004* of the Economic Alliance of the San Fernando Valley, Universal City, CA, November 2004
- Understanding the State/Local Fiscal Relationship**, *The Berkeley Executive Seminar on the California Budget*, Invited Presentation, Berkeley, CA, February 2004
- University of San Diego Department of Political Science**, *Using Technology to Enhance Public Official Accountability*, Scholarly Presentation, San Diego, CA, October 2002
- eNeuralNet**, *Minutes-in-Motion and the Implications of Knowledge Creation Technology for Local Government*, Press Conference, San Francisco, CA, September 2002
- Institute for Local Self-Government**, *Options for Improving Access to City Finance Data*, Invited Presentation, Santa Barbara, CA, August 2002
- Valley Industry and Commerce Association Conference on the Energy Crisis in California**, *Issues Shaping California's Energy Crisis*, Guest Panelist, Universal City, CA, March 2001
- California Student Day in Sacramento**, *California's Energy Crisis in Perspective*, Panel presentation as part of day-long student (undergraduate) program, Sacramento, CA, February 2001
- California Citizens' Commission on Higher Education**, *Comments on the Commission's Draft Report*, Invited Testimony, Los Angeles, CA, September 1998
- University of California, Davis Student Conference**, *Higher Education Finance in California: Where Do We Stand?* Keynote Panel Presentation, Davis, CA, April 1998
- Institute of Governmental Affairs, University of California, Davis**, *Higher Education Finance in California: Where Do We Stand?* Workshop Presentation, Davis, CA, December 1997
- RAND Workshop Series**, *Strategic Planning as Process*, Invited Workshop Presentation, Santa Monica, CA, September 1997
- City College of San Francisco**, *Future Supply and Demand for California's Community Colleges*, an Invited Keynote Presentation to the Academic Senate, San Francisco, CA, May 1997
- American Electronics Association Education Policy Committee**, *Issues Confronting Postsecondary Education in California*, Santa Clara, CA, April 1997
- Roundtable on Higher Education Modeling Data**, Stanford Institute for Higher Education Research/OERI-sponsored session, Washington, DC, January 1994



**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 17 -

**CONSULTING EXPERIENCE**

**Policy Analysis and Research**

**Civic Center Group, Calabasas, CA**

Working with consulting firm to develop feasibility studies and recommendations related to the development of a community theater in southern California Community. Performed detailed economic feasibility study of major commercial/residential development in Los Angeles County.

**Confidential Client, Ventura County, CA**

Prepared detailed economic impact study of proposed school bond for suburban unified school district in California. Analysis included economic and employment impacts.

**Economic Alliance of the San Fernando Valley, Los Angeles, CA**

Prepared extensive analysis of housing patterns and developments in the San Fernando Valley. Prepared detailed recommendations of specific strategies to enhance the quality of life in the region while developing new housing capacity. Research included detailed quantitative analysis of community and census data, interviews, focus groups, and other qualitative research strategies.

**Institute for Higher Education Leadership and Policy, CSU Sacramento, Sacramento, CA**

Part of research team developing alternative financing structures for California's Community Colleges—a system that serves the needs of nearly 2 million students annually. The project is a collaborative effort of scholars from many institutions and funded by the Hewlett Foundation.

**McCarty Companies, Los Angeles, CA**

Collaborated as sub-contractor on detailed initiative to develop an economic development strategy for the I-5 Corridor in Northeast San Fernando Valley under contract with the Southern California Association of Governments. Resulting economic development strategy was presented for adoption by the San Fernando Valley Council of Governments.

**Mulholland Institute, Los Angeles, CA**

Collaborate on detailed research project generating a vision of opportunities for economic prosperity in the San Fernando Valley. Research includes detailed quantitative analysis of community and census data, interviews, extensive focus groups, and other qualitative research strategies. Project in 2015 and 2016 to find ways to implement the SCAG Sustainable Communities Strategy in communities in the Northeast Valley.

**Public Policy Institute of California, San Francisco, CA**

Prepared conceptual overview of alternative funding models for California's postsecondary education sector. Analysis entailed preparing comprehensive framework for funding approaches and detailed application to the specific fiscal and governance context of California's postsecondary education sector. Results served as detailed agenda for active working group for the California Legislature.

**RAND, Santa Monica, CA**

Performed complex policy research on California higher education policy. Responsibilities spanned all aspects of public policy research process, including proposal preparation, research design, data analysis and final report preparation.

**Carnegie Endowment for International Peace, Washington, DC**

Prepared extensive analysis of world trade patterns from 1950 to 1994. Specific issues addressed in the analysis were levels intra-European Community, intra-Asian and intra-North American trade vis-à-vis trade between the regions.

**UCLA Extension, Division of Humanities, Los Angeles, CA**

Prepared third-party assessment of program effectiveness for National Endowment for the Humanities grant. Assessment included review of program objectives, quantitative evaluation of primary and secondary data and analysis of qualitative reviews of program by participants and other observers.

**MICHAEL ALAN SHIRES**  
- Curriculum Vitae Page 18 -

**CONSULTING EXPERIENCE** (*continued*)

**Marketing Research**

**Confidential Client**, Los Angeles, CA

Performed major market survey of the southern California cash management industry. Provided recommendations regarding new product opportunities and foci, several of which are and have been implemented.

**Leucadia National Corporation**, New York, NY

Designed and implemented new technique to estimate advertising effectiveness of revolutionary truck-born advertising medium. Developed tools for assessing value of truck routes. Tools in use currently for both sales and purchasing guide. Participated in high-level meetings regarding the development and introduction of the product.

**Pacific Gas and Electric Company**, San Francisco, CA

Analyzed market database and prepared profile analysis of government users. Research included positioning recommendations to maintain and increase market share.

**Expert Witness Testimony**

***Los Angeles County Employees Retirement Association, et. al. v. Towers, Perrin, Forster & Crosby, Inc., et. al.***, U.S. District Court Case No. CV 01-1351 DDP, Los Angeles, CA

Provided expert testimony on the ways the dynamics of county and state finance and the ways in which those processes shaped the options, strategies, and choices for the Los Angeles County Board of Supervisors. Testimony also addressed the politics and realities of county government finance. Provided additional consultation to counsel regarding miscellaneous matters.

**Business Planning**

**Leucadia National Corporation**, New York, NY

Worked with management to determine the viability of multi-million dollar acquisition. Developed model estimating fire door usage and market share for next five years, including alternative scenarios for major economic shifts. Participated in high-level meetings and negotiations.

**Leviathan Development, Inc.**, Marina del Rey, CA

Developed strategic plan for rapidly-growing personal computer support services company. Recommendations included product selection, product positioning, sales and marketing strategies, workforce management recommendations, organizational recommendations, administrative control recommendations, financial strategies, new office expansion plans, pricing strategies and tax planning.

# MICHAEL ALAN SHIRES

- Curriculum Vitae Page 19 -

## OTHER WORK EXPERIENCE

***Senior Tax Accountant, Wickes Companies, Inc.***, Santa Monica, CA, 7/89 to 8/90

Responsibilities included compliance in California, Hawaii, Iowa, Nevada, New York, Oregon, Pennsylvania, Rhode Island and Wisconsin for multi-billion dollar Fortune 500 company. Included preparation and filing of returns, estimated payments, extensions, annual reports, etc. Responsibilities also entailed provision preparation and special projects relating to various acquisitions and dispositions. Also involved in audits.

***Manager of Strategic Planning & Director of Operations, law.dox, Inc.***, Los Angeles, CA, 12/87 to 12/88

Senior management role in startup company. Oversaw operations staff and processes that included 500 people and tens of millions of documents. Accomplishments included designing and implementing critical new internal productivity tracking system; originating new industry standard for productivity measurement; conceiving new cost measurement methods for complex assembly-line production process; developing and implementing leading-edge production methods resulting in 72% cost reduction and improved quality; developing new client performance analysis method; planning and opening several successful regional offices; developing and implementing models for workflow management; overseeing inter-office information and workflow; planning a \$3 million budget; managing all aspects of large client relationships and selling our services to potential clients.

***Staff Accountant/Acting Controller, The Diversified Realty Group, Inc.***, Los Angeles, CA, 12/84 to 2/86

Was responsible for all financial management of small corporation, including cash planning, financial controls, federal, state and local tax compliance, personnel management, auditing, fiscal planning, litigation and overall business strategy. Prepared financials and taxes for real estate partnerships.