

# KIRSTEN E. MARTIN

## CURRICULUM VITAE

615 Funger Hall · 2201 G St NW  
Washington DC 20052

(202) 994-2478  
martink@gwu.edu

### ACADEMIC EXPERIENCE

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- 2012-current            The George Washington University, School of Business  
Chair, Strategic Management and Public Policy (2017-current)  
Associate Professor of Strategic Management and Public Policy (2017-current)  
Assistant Professor of Strategic Management and Public Policy (2012-2017)
- 2006-2012            The Catholic University of America  
Assistant Professor of Management
- 2004-2005            University of Virginia, School of Engineering and Applied Science  
Instructor, Business Ethics for Engineers

### EDUCATION

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- 2001-2006            University of Virginia  
Ph.D., Darden Graduate School of Business
- 1997-1999            University of Virginia  
M.B.A., Darden Graduate School of Business
- 1989-1993            University of Michigan, College of Engineering.  
B.S.E., Industrial and Operations Engineering *Magna Cum Laude*.

### RESEARCH INTERESTS

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Business Ethics, Privacy, Technology, Stakeholder Theory, & Factorial Vignette Surveys

### GRANTS, FUNDING, FELLOWSHIPS (RECENT)

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- NSF #SES-1649415. \$149,000. Sole PI. Ethics Of Data Aggregation: Privacy, Trust, And Fairness. *National Science Foundation, SBE directorate, SaTC Program*. 2016-2018.
- NSF #SES-1311823. \$247,000. Sole PI. Addressing Privacy Online: A study of privacy in context. *National Science Foundation, SBE directorate, STS and MMS programs*. 2011-2015.
- NSF - ADVANCE. \$20,000. Co-PI with Katie Shilton (UMD). Mobile Privacy and User Experience. 2014-2016.

### REFEREED JOURNAL ARTICLES

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1. **Martin, K.** Accepted. Commentary: Trust and the Online Market-Maker: A comment on Etzioni's Cyber Trust. *Journal of Business Ethics*.
2. **Martin, K.** 2018. The Penalty for Privacy Violations: How Privacy Violations Impact Trust Online. *Journal of Business Research* 82: 103-116.
3. **Martin, K** and Helen Nissenbaum. 2017. Privacy Interests in Public Records: An empirical investigation. *Harvard Journal of Law and Technology* 31(Fall).
  - Winner: 2016 Privacy Papers for Policy Makers, *Future Privacy Foundation*.
  - Highlighted in Slate (2017) Trump's Voter Data Haul Tests the Privacy of Public Records
4. **Martin, K.** 2017. Do Privacy Notices Matter? Comparing the impact of violating formal privacy notices and informal privacy norms on consumer trust online. *Journal of Legal Studies*. 45(S2): S191-S215.

5. **Martin, K** and Helen Nissenbaum. 2017. "Measuring Privacy: An Empirical Test Using Context to Expose Confounding Variables. *Columbia Science and Technology Law Review*. 18: 176-218.
6. **Martin, K.** 2017. Review: Confronting the Internet's Dark Side. *Business Ethics Quarterly* 27(1): 147-150.
7. Pirson, M., **Martin, K.**, & Parmar, B. 2017. Formation of Stakeholder Trust in Business and the Role of Personal Values. *Journal of Business Ethics*. 145(1): 1-20.
8. Pirson, M., **Martin, K.**, & Parmar, B. 2016. Public Trust in Business. *Business & Society*: DOI: 10.1177/0007650316647950.
9. **Martin, K.** & K. Shilton. 2016. Putting Mobile Application Privacy in Context. *The Information Society* 32(3): 200-216.
10. **Martin, K.** 2016. Data Aggregators, Big Data, and Responsibility Online: Who is tracking us online and should they stop? *The Information Society*, 32(1): 51-63.
11. **Martin, K.** 2015. Privacy Notices as Tabula Rasa: How consumers project expectations on privacy notices. *Journal of Public Policy and Marketing*, 34(2): 210-227.
12. **Martin, K.** 2015. Ethical Issues in the Big Data Industry. *MISQ Executive*. 14(2): 67-85.  
 – Featured in 2017 Society for Information Management Connect Live Conference as MISQ Executive best published papers.
13. **Martin, K.** 2016. Understanding Privacy: Development of a social contract approach to privacy. *Journal of Business Ethics*. 137(3): 551-569.
14. **Martin, K.** & Shilton, K. 2015. Why experience matters to privacy: How context-based experience moderates consumer privacy expectations for mobile applications. *Journal of the Association for Information Science and Technology*. 67(8): 1871-1882.
15. Glac, K., Elm, D., & **Martin, K.** 2014. Areas of Privacy in Facebook: Expectations and value. *Business and Professional Ethics Journal* 33 (2/3): 147-176.
16. **Martin, K.** 2014. Review: Regulating Code. *Business Ethics Quarterly* 24(4): 624-627.
17. **Martin, K.** 2013. Transaction Costs, Privacy, and Trust: The laudable goals and ultimate failure of notice and choice online. *First Monday* 18(12). Lead Article.
18. **Martin, K.** 2012. Information Technology and Privacy: Conceptual muddles or privacy vacuums? *Ethics and Information Technology* 14(4): 267-284.
19. **Martin, K.** 2012. Diminished or Just Different? A factorial vignette study of privacy as a social contract. *Journal of Business Ethics* 11(4): 519-539.
20. **Martin, K.** & Parmar, B. 2012. Assumptions in Decision Making Scholarship: A taxonomy of assumptions. *Journal of Business Ethics* 105(3): 289-306.
21. **Martin, K.** 2011. TMI (Too Much Information): The role of friction and familiarity in disclosing information. *Business and Professional Ethics Journal*, 30(1/2): 1-32.
22. **Martin, K.** 2008. Internet Technologies in China: Insights on the morally important influence of managers. *Journal of Business Ethics* 83: 489-501.
23. Freeman, R.E, **Martin, K.**, & Parmar, B. 2007. Stakeholder Capitalism. *Journal of Business Ethics* 74: 303-314.  
 REPRINTED: 2008. *Business and Poverty: The global CSR case-book*. (Eds., Weber & Gross).
24. **Martin, K.** & Freeman, R.E. 2004. The Separation of Technology and Ethics in Business Ethics. *Journal of Business Ethics* 53: 353-364.

25. **Martin, K.** & Freeman, R.E. 2003. Some Problems with Employee Monitoring. *Journal of Business Ethics* 43: 353-361.

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#### BOOK

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- Freeman, E, Parmar, B, and **Martin, K.** Under Contract. The New Story of Business. Cambridge University Press.

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#### JOURNAL ARTICLES: REVISE AND RESUBMIT

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- **Martin, K.** Ethical Implications And Accountability Of Algorithms. *Journal of Business Ethics*. Resubmitted January 2017

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#### JOURNAL ARTICLES: UNDER REVIEW

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- **Martin, K.** Measuring Privacy Expectations Online: A comparison of contextual and individual factors driving privacy expectations online. *Information Systems Journal*. Nov 2016.

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#### WORKING PAPERS

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- **Martin, K.** The Cost Of Pervasive Tracking On Consumer Trust And Willingness To Engage. Targeted Journal: *Business Ethics Quarterly*.
- **Martin, K.** Algorithms: Owning Mistakes & Designing Accountability. Targeted Journal: *First Monday*.
- **Martin, K** and Helen Nissenbaum. What is private about ‘public’ spaces? Targeted Submission: *Law Reviews 2018*.
- **Martin, K.** Privacy and the Consumer Exchange Online. Targeted Journal: *Journal of Marketing*.

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#### SELECTED WORKS IN PROGRESS

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- **Martin, K.** The Ethics of Data Aggregation: Context, technology, time, or space? Targeted Journal: *Management Science*.
- **Martin, K.** and R. Phillips. Stakeholder Friction. Targeted Journal: *AMR or SMJ*
- de los Reyes, G. and **K. Martin**. Is contracting around lawful opportunism an option?.
- de los Reyes, G. and **K. Martin**. What Impacts Lawful Opportunism
- **Martin, K.** Bounding Stakeholder Analysis: A fairness argument for limiting stakeholder identification and prioritization. Targeted Journal: *Business and Society*
- **Martin, K.** Privacy, Markets, and Management: A management research agenda. Targeted Journal: *Academy of Management Review*.

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#### BOOK CHAPTERS/OTHER ARTICLES

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1. **Martin, K.** and K. Shilton. Accepted. Privacy Expectations in the Mobile Space. In Evan Selinger, Jules Polonetsky and Omer Tene (Ed.). *Cambridge Handbook of Consumer Privacy*. Cambridge University Press.
2. Freeman, R.E., Parmar, B., and **Martin, K.** 2016. “Responsible capitalism: Business for the 21<sup>st</sup> Century” In D. Barton, D. Horváth, & M. Kipping (Eds.) *Re-imagining Capitalism: Building a responsible, long-term model*, Oxford University Press. pp. 135-144.

3. **Martin, K.** 2016. Information Technology, Private Actors, and the Responsibility to Protect. In J. Forrer and C. Seyle. *The Role of Business in the Responsibility to Protect*. Cambridge University Press. pp. 162-184.
4. Pirson, M., **Martin, K.**, & Parmar, B. 2014. Public Trust in Business, in A. Wicks, J. Harris, & B. Moriarty (Eds.) *Public Trust in Business*. Cambridge: Cambridge University Press.
5. **Martin, K.** 2013. Ethics Issues in Technology, in *3rd Edition of the Wiley (Blackwell) Encyclopedia of Management – Business Ethics Volume*.
6. **Martin, K.** 2010. Privacy Revisited: From Lady Godiva’s Peeping Tom to Facebook’s Beacon Program, in D. Palmer (Ed.) *Ethical Issues in E-Business: Models and Frameworks*. IGI Global Publishers.
7. Freeman, R.E., **Martin, K.**, & Parmar, B. 2008. Global Business in a Stakeholder Society: Stakeholder Capitalism in S. Gerhardt (Ed.) *Global CSR Casebook*. ICEP Institut zur Cooperation bei Entwicklungs-Projekten.
8. Freeman, R.E., **Martin, K.**, & Parmar, B. 2006. Ethics and Capitalism, in Epstein and Hanson (Eds.) *The Accountable Corporation* Westport, CT: Praeger Publishers.
9. Freeman, R.E., **Martin, K.**, Parmar, B. Cording, M., & Werhane, P. 2006. Leading Through Values and Ethical Principles, in Cooper and Burke (Eds.) *Inspiring Leaders*. Oxford: Routledge Publishing.

#### TEXTBOOK

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- Wicks, A., Freeman, R.E., Werhane, P., and **Martin, K.** 2009. *Business Ethics: A managerial approach*. Prentice Hall.

#### PRACTITIONER PAPERS AND CASES

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1. Martin, J. & **K. Martin**. 2015. “NCAA and Paying Athletes” Teaching Case. *Business Roundtable Institute for Corporate Ethics*.
2. Scotto, M. & **K. Martin**. 2011. “Bailouts and Bonuses” Teaching Case. *Business Roundtable Institute for Corporate Ethics*.  
FEATURED: Haggerty, M. 2011 (May 6). “[Business Ethics](#)” *CQ Researcher* 21(18): 409-432.
3. **Martin, K.** 2011. “Friedman, Fairness, and Bonuses: Teaching Bailouts and Bonuses” Teaching Note. *Business Roundtable Institute for Corporate Ethics*.
4. **Martin, K.** Forthcoming. “Google in China (B)” Teaching Case. *Business Roundtable Institute for Corporate Ethics*.
5. **Martin, K.** 2010. “Lady Godiva and Peeping Tom” Teaching Case. *Darden Business Publishing*.
6. **Martin, K.** 2010. “Facebook (A)/(B)” Teaching Case. *Darden Business Publishing*.
7. **Martin, K.** 2010. “Facebook and Privacy” Teaching Note. *Darden Business Publishing*.
8. **Martin, K.** 2008. Ethics of Innovation. Bridge Paper Series. *Business Roundtable Institute for Corporate Ethics*  
FEATURED: 2008. Jaegler, J. (September 23). *Compliance Week*.  
2008. Where Ethics and Innovation Collide. August/September 2008. *PE Magazine*.  
(National Society of Professional Engineering (NSPE)).
9. **Martin, K.** 2007. Google, Inc. in China - Condensed. Teaching Case. *Darden Business Publishing*.
10. **Martin, K.** 2006. Teaching Google, Inc. in China. Teaching Note. *Darden Business Publishing*.

11. **Martin, K.** 2006. Google, Inc. in China. Teaching Case. *Darden Business Publishing*.

#### INVITED PRESENTATIONS, PANELS, AND TALKS

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1. Ethical Issues in the Big Data Industry. Featured Speaker. *Society for Information Management*. April 11, 2018.
2. Panelist: 4<sup>th</sup> Annual Public Policy Conference on the Law & Economics of Privacy at the *George Mason University School of Law*. December 2017.
3. Privacy Online. *Tedx Charlottesville*. November 3, 2017.
4. Ethics of Big Data. *U.S. Treasury Department Federal Advisory Committee on Insurance*. August 17, 2017.
5. Consumers' Value of the Appropriate Use of Information Online. Economics & Privacy Research Roundtable for Privacy Fellows. *George Mason University School of Law*. December 8, 2016.
6. Big Data in Education: Balancing Research Needs and Student Privacy. Invited Panelist. sponsored by *National Academy of Education*. August 9-10, 2016
7. Limits to Consumers' Privacy Exchange Online. 4<sup>th</sup> Annual Public Policy Conference on the Law & Economics of Privacy at the *George Mason University School of Law*. June 22, 2016
8. Big Data, Privacy, and Ethics. *University of Seattle*. May 10, 2016.
9. Limits to Consumers' Privacy Exchange Online. Digital Information Policy Scholars Conference at the *George Mason University School of Law*. April 29, 2016
10. Business, Algorithms, and Responsibility. Open Data Symposium at the *New York University*. November 21, 2015.
11. Contracting Over Privacy conference at the Coase-Sandor Institute for Law and Economics at the *University of Chicago Law School*. October 16, 2015.
12. Measuring Privacy w/ Helen Nissenbaum at Privacy Research Group at *New York University*. September 30, 2015.
13. Taking Responsibility for One's Own Data Privacy and Security--Is it Possible, and How? conference at the Center for Technology, Innovation and Competition at the *University of Pennsylvania Law School*. March 2015.
14. Privacy in an Era of Big Data conference. Invited Panelist. *Temple University Fox School of Business*. March 2015.
15. Understanding The Implications Of Open Data at Open Data: Addressing Privacy, Security, and Civil Rights Challenges. Invited Panelist. *Univ. of California Berkeley Center for Law and Technology*. March 2015.
16. Who is tracking you online? *University of Buffalo*. October 2014.
17. How Trust Impacts Privacy Expectations for Mobile Apps. *Future Privacy Forum*. April 2014.
18. Addressing Privacy Online. *Carnegie Mellon University*. March 2014.
19. Addressing Privacy Online. *New York University*. March 2014.
20. Who is tracking us online and should they stop? *John Carroll University*. April 2013.
21. Discussant for "Issues Involving Public Perception/Trust/Privacy Concerns at the Census Bureau." Census Scientific Advisory Committee Meeting - March 2012.
22. Ethical Leadership. *University of Virginia*. Business Ethics Society. February 2012.
23. Social Networks and the Future of Privacy. *University of Redlands' Banta Center for Business, Ethics, and Society*. October 2011.

24. Public Trust in Business. *Ethics and Compliance Officers Association*. (Seattle, WA). September 2011.
25. Privacy as a Social Contract. *UVA's Darden School of Business*. Core Seminar. October 2010.
26. Stakeholder Theory. *George Washington University's Institute for Corporate Responsibility: Corporate Responsibility in a Global Economy*. November 2010.

#### MEDIA COVERAGE

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Quartz, WINA, Slate, EdTech, Congressional Quarterly, Compliance Week

#### REFEREED CONFERENCE PRESENTATIONS AND PAPERS

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1. Ethical Implications And Accountability Of Algorithms. Panelist. *INFORMS* (Houston). October 2017.
2. Is contracting around lawful opportunism an option? w/Gaston de los Reyes. *Academy of Management Meeting* (Anaheim, CA). August 2017.
3. What is private about 'public' data? w/ Helen Nissenbaum *Privacy Law Scholars Conference* (Berkeley, CA). June 2017.
4. Privacy Interests in Public Records: An empirical investigation. w/ Helen Nissenbaum *Privacy Law Scholars Conference* (Washington DC). June 2016.
5. Ethical Issues in the Big Data Industry. *Society of Business Ethics Meeting* (Vancouver). 2015.
6. Trust and Privacy: How does meeting privacy expectations and conforming to a notice impact consumer trust? *Privacy Law Scholars Conference* (Berkeley, CA). 2015.
7. An empirical investigation into factors driving consumers' privacy judgments online. *Academy of Management Meeting* (Philadelphia, PA). 2014.
8. Friends, Names, and Locations: When is information sensitive online? *Society of Business Ethics Meeting* (Philadelphia, PA). 2014.
9. Data Aggregators, Big Data, & Responsibility Online. *American Statistical Association Annual Meeting* (Boston, MA). 2014.
10. Data Aggregators, Big Data, & Responsibility Online. *Philosophy of Management Annual Meeting* (Chicago, IL). 2014.
11. Data Aggregators, Big Data, & Responsibility Online. *American Association of Opinion Researcher's Annual Meeting* (Anaheim, CA). 2014.
12. Trust and Privacy Expectations in Mobile Apps. *Privacy Law Scholars Conference* (Washington, DC) w/ Katie Shilton. 2014.
13. Who is tracking us online and should they stop? *Society of Business Ethics* (Orlando, FL). 2013.
14. Mobile Privacy Expectations in Context. *TPRC* (GMU) w/ Katie Shilton. 2013
15. An empirical investigation into privacy expectations online. *Privacy Law Scholars Conference* (Berkeley, CA). 2013.
16. Addressing Privacy Online. *Society of Business Ethics* (Boston, MA). 2012.
17. Addressing Privacy Online. *Association for Practical and Professional Ethics* (Cincinnati, OH). 2012.
18. Public Trust in Business. *Society of Business Ethics* (San Antonio, TX). 2011.
19. Information Technology and Privacy: Conceptual muddles or privacy vacuums? *Academy of Management* (San Antonio, TX). 2011.
20. Expectations of Privacy: A factorial vignette study. *Society of Business Ethics* (Montreal). 2010.
21. Bounding Stakeholder Relationships. *Academy of Management* (Montreal). 2010.
22. Expectations of Privacy: A factorial vignette study. *Academy of Management* (Montreal). 2010.
23. Technology, Individuals, and Agency. *Academy of Management Conference* (Chicago, IL). 2009.
24. Privacy Revisited: From Lady Godiva's Peeping Tom to Facebook's Beacon Program. *Academy of Management Conference* (Chicago, IL). 2009.
25. Bounding Stakeholder Relationships. *Society of Business Ethics Conference* (Chicago, IL). 2009.

26. Managing Privacy. *Featured Paper at Society of Business Ethics Conference* (Anaheim, CA). 2008.
27. Google.cn and China: What we can learn about innovation and society. *Academy of Management Conference* (Anaheim, CA). 2008.
28. What are goods and services? A thick examination of technology within entrepreneurship. *Academy of Management Conference* (Anaheim, CA). 2008.
29. Technology and Morally Important Influences. *Academy of Management Conference* (Philadelphia, PA). 2007.
30. Technology's Stakeholders. *Academy of Management Conference* (Philadelphia, PA). 2007.
31. Innovation Ethics: The case of Google, Inc. in China. *Society of Business Ethics Conference* (Philadelphia, PA). 2007.
32. Rich Research in Business Ethics. *Society of Business Ethics Conference* (Philadelphia, PA). 2007.
33. Innovating Ethics. *Society of Business Ethics Conference* (Honolulu, HI). 2005.
34. The Social Construction of Technological Determinism. Paper accepted for dissertation workshop. *Academy of Management Conference* (New Orleans, LA). 2004.
35. The Social Construction of Technological Determinism. *Society of Business Ethics Conference* (New Orleans, LA). 2004.
36. Technology's Tendencies. Understanding how technology, business, and society interact. *The Association of Practical and Professional Ethics Conference* (Cincinnati, OH). 2004.
37. Abstraction of Technology: How business ethics separates technology and values. *Society of Business Ethics Conference* (Seattle, WA). 2003.

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#### RESEARCH SUPPORT AND ACADEMIC HONORS

|           |  |
|-----------|--|
| 2016-2018 | NSF #SES-1649415. \$149,000. Sole PI. Ethics Of Data Aggregation: Privacy, Trust, And Fairness. <i>National Science Foundation, SBE directorate, SaTC Program</i>          |
| 2016-2017 | The Law & Economics Center 2016-2017 Privacy Fellowship. <i>George Mason University Privacy and Economics Program.</i>   |
| 2014-2016 | NSF - ADVANCE. \$20,000. Co-PI with Katie Shilton (UMD). Mobile Privacy and User Experience  |
| 2011-2015 | NSF #SES-1311823. \$247,000. Sole PI. Addressing Privacy Online: A study of privacy in context. <i>National Science Foundation, SBE directorate, STS and MMS programs.</i> |
| 2008-2009 | CUA Research Grant. \$1,500.   |
| 2001-2006 | Olsson Foundation Ph.D. Grant  |
| 1997-1999 | Marianne Quattrocchi Scholarship (\$80,000)  |
| 1993      | B.S.E. <i>Magna Cum Laude</i>  |
| 1990-1993 | Alpha Pi Mu Industrial and Operations Engineering Honor Society  |
| 1990-1993 | Tau Beta Pi Engineering Honor Society  |
| 1989-1991 | All Big Ten Scholar (Varsity Women's Track – <i>University of Michigan</i> )   |

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#### SERVICE

##### National Service

Member (2012 - ) & Vice Chair (2013 - 2015), US Census Bureau National Advisory Committee.  
 Advisory Board Member (2014 - ), *Future Privacy Forum*.  
 Fellow (2006-), Business Roundtable for Corporate Ethics.

##### Editorial

Section Editor, *Journal of Business Ethics*  
 Special Issue Editor, *Journal of Business Ethics* special issue on "Technology and Business Ethics" (with Katie Shilton and Jeffery Smith).

## Editorial Board

*Journal of Business Ethics*

## Panelist

*National Science Foundation* (2016, 2017)

## Reviewer

*Journal of Business Ethics, Business Ethics Quarterly, Management Science, Journal of Public Policy and Marketing, National Science Foundation, Journal of Business Research, The Information Society, Ethics and Information Technology, Ethics and Behavior, New Media and Society, First Monday*

## University Service

GWSB Co-chair, Lindner-Gambal Professorship Search Committee (2017-2018)  
GWSB SMPP Department Chair (2017-)  
GWSB Member, Research Committee (2016-2017)  
GWSB Organizer, Junior Faculty Research Seminar (2015-2017)  
GWSB Management-Strategy Doctoral Committee (2013-2015).  
Athletic Advisory Committee, CUA (2010-2012)  
Academic Standards Committee for CUA's Business Department (2008-2011)  
CUA Management Students' Academic Advisor (2006-2012).  
CUA Representative for the Undergraduate Board of the Academic Senate (2008-2011)

## Membership

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| Society of Business Ethics                       | Member (2002- ), Reviewer (2003 - )<br>Best paper reviewer (2008). |
| Academy of Management                            | Member (SIM, BPS) (2003- )<br>Conference reviewer.                 |
| Strategic Management Society                     | Member (2013- )  |
| Association of Professional and Practical Ethics | Member (2003-2005)   |

## TEACHING

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### *George Washington University School of Business*

#### Courses designed and taught

MBAD 6281 Business Ethics (Executive and Global MBA)  
MBAD 6284 Business and Public Policy (Executive)  
MBAD 6289 Business Ethics and Public Policy (Global MBA, Online)  
MBAD 6289 (Online) Business Ethics and Public Policy  
BADM 6289/8289 Adv. Readings in Business Ethics (PhD)  
BADM 4101 Business Ethics & Legal Environment (Undergrad)

#### Awards

Winner, Student Choice Award – Faculty Teaching for the Global MBA program (2016)  
Nominee, Peter J. Vaill Award for Best Professor in the GWSB doctoral program (2015)

### *The Catholic University of America*

#### Courses designed and taught

MGT 301: Business Ethics  
MGT 475: Strategy  
MGT 223: Management Theory & Practice  
MGT 310: Leadership and Organizations

### *University of Virginia, School of Engineering and Applied Science (SEAS)*

#### Courses designed and taught

Business Ethics for Engineers





## BUSINESS EXPERIENCE

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- 1999-2001      Sprint Telecommunications, Internet Solutions.  
Developed, presented, and won support for Internet-based new ventures such as web hosting, collocation, and ASP services.
- 1998              Sprint Telecommunications, Corporate Strategy.  
Analyzed recent mergers and competitive movements in telecom industry for corporate strategy.
- 1993-1997      Andersen Consulting (Currently Accenture)  
Provided information system consulting services (aka coding) to firms in the coal, pharmaceutical, telecommunications, and oil and gas industries.

## OTHER/PERSONAL

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- President, Montgomery Blair Athletic Association. Montgomery Blair High School is the largest public school in MD with approximately 3,000 students. We support the AD and student athletes.
- Volunteer Coach, Montgomery Blair High School Track & Field (High Jump & Hurdles)
- Referee, swim official, Montgomery County Swim League (MCSL).
- Compete in triathlons including SavageMan Triathlon. Invited to nationals (2016, 2017).