

# Michel E. Whittenberg, DBA, PMP

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## EDUCATION

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**Nova Southeastern University**, Fort Lauderdale, FL ■ 2004  
**DBA** in Accounting

**University of Dallas**, Irving, TX ■ 1998  
**MBA with Highest Honors** in Operations Management

**University of Southern California**, Los Angeles, CA ■ 1982  
**MS** in Systems Management

**University of Oklahoma**, Norman, OK ■ 1970  
**BBA** in Accounting/Auditing

**National War College**, Washington, DC ■ 1991  
**Masters Equivalent** in International Security Affairs, Area Concentration: Syria, Jordan, and Israel

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## AWARDS & CERTIFICATIONS

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Outstanding Lecturer Award, College of Business Administration, University of Texas at Arlington, 2004

Project Management Professional (PMP), Project Management Institute, 2003

Sigma Iota Epsilon, Honorary Management Fraternity, University of Dallas, 1998

Team Leader, APICS North Texas Chapter Company of the Year, 1998

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## OPERATIONS, LOGISTICS, AND PROJECT MANAGEMENT EDUCATOR

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At the University of Texas at Arlington, Arlington, TX:

**Lecturer / Senior Lecturer** – August 2002--Present

Introduction to Operations Management, Operations Planning & Control, Project Management, & Logistics Management

Developed syllabus, overall course structure, and administered grades for undergraduate, MBA, and PhD students.

**Part-time Lecturer** –August 2000-December 2001

Introduction to Operations Management

Developed syllabus and overall course structure, and administered all grades.

**Project Management Trainer / Operations & Project Management Consultant,**  
Doulos PMP Training, Sachse, TX, Mar 04 - Present

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OPERATIONS, LOGISTICS, AND PROJECT MANAGEMENT PRACTITIONER

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**Operations Management and Enterprise Resources Management Systems**

**Consultant,** EFW Inc., Fort Worth, TX, Oct 02 – Oct 03

Accountable to the General Manager for continuous improvement in all aspects of operations management. Additionally, accountable for visionary planning, budgeting, implementation, and coordination of all enterprise level integrated software systems.

**Director, Materials Management,** EFW Inc., Fort Worth, TX, Apr 01 – Sep 02

Accountable for operations planning, inventory management, purchasing, production activity control, logistics, and supply chain management for a \$130 million plus defense manufacturing facility. Additionally, accountable for visionary planning, budgeting, and leading the BaanERP based Enterprise Resources Management System (ERMS).

**Director, Enterprise Resources Management,** EFW Inc., Fort Worth, TX, Nov 99 – Apr 01

Project Leader for the implementation of Enterprise Resources Planning, Product Data Management, Human Resources Management, Financial Management, and Hours Accounting and Payroll systems at two corporate sites. Served as a member of the parent company's implementation in Haifa, Israel.

**Director, Operations Planning,** EFW Inc., Fort Worth, TX, Feb 97 – Nov 99

Accountable for re-implementing the planning, materials, and production portions of the Enterprise Resources Planning system after a less than successful implementation that was 18 months late and 200% over budget. Using techniques of constraints-based management and just-in-time materials, reduced inventory by 40% in two years while increasing material service levels to above 99%, and reducing cycle times by 50%.

**Senior Program Manager,** EFW Inc., Fort Worth, TX, Nov 94 – Feb 97

Senior Program Executive for the planning, budgeting, manufacturing, integration, test, and delivery for the M1 Abrams Tank and M2/M3A1 Bradley Fighting Vehicle Conduct of Fire Trainer (COFT) Conversion and the Thru-Sight Video Programs. Supervised an international manufacturing team in on-time delivery while increasing the planned profitability of the \$7 million program by more than \$800 thousand.

**Deputy Director of Army Training,** Office of the Deputy Chief of Staff for Operations, Headquarters Department of the Army, the Pentagon, Washington, DC, Jun 94 – Oct 94

Deputy Program Executive for Army Training Policy and Budgeting. Accountable for development, management, controls, and reporting of the Army's \$7.1 billion annual training budget. Staff supervision of funding management, policy development, and implementation for all Army training programs. Retired with rank of Colonel.

**Division Chief, Training Systems,** Office of the Deputy Chief of Staff for Operations, Headquarters Department of the Army, the Pentagon, Washington, DC, Jun 92 – Jun 94

Established Headquarters Department of the Army policy and senior program management for the Army's Combat Training Centers; Systems and Non-Systems Training Devices; Family of Simulations; Combined Arms Tactical Trainers; Training

Land Management and Acquisition; Range Management and Modernization; Training Ammunition; Training Developments; and Louisiana Maneuver programs.

**Staff Officer**, Office of the Deputy Chief of Staff for Operations, Headquarters Department of the Army, the Pentagon, Washington, DC, Jun 91 – Jun 92  
Project Manager for the Army Chief of Staff directed Task Force to develop recommendations to reduce training ammunition costs, reduce Industrial Base overhead and inefficiencies, and develop War Reserve Munitions requirements. Achieved annual training ammunition procurement savings of \$155 million and indirect savings of \$111 million by using excess war reserve munitions to meet training requirements, reduced government munitions plants from 16 to 9, and reduced War Reserve Munitions requirements by 35%.

**Senior Operations Officer**, US Army, Jul 70 – May 90  
Commander of multiple military combat units from platoon through battalion level. Commanded twice at each level. Operations, Personnel, Logistics Staff Officer, and Deputy Commander of multiple military combat units.

**Senior Project Officer AH-64A Cost and Operational Effectiveness Analysis**, US Army Aviation Center and School, Ft. Rucker, AL, Jul 80 – Jun 83  
Responsible for combat simulations of the AH-64A and Hellfire Missile Systems and modernized versions of legacy systems in fully computerized and computer supported terrain table models. Wrote the major portion of the effectiveness chapter of the AH-64 and Hellfire COEA in support of the DOD level weapon systems acquisition decision. Coordinated all aspects of the analysis with proponent centers, CAC, and DARCOM.

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#### PUBLICATIONS, PAPERS, AND PRESENTATIONS

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Dissertation entitled, “Decision Usefulness of Management Accounting Information Systems in Constraints Based Manufacturing Operations”, copyrighted 2004.

SOLE 2000 International Conference Proceedings, “Bottom Line Decision Making and the Case for a Constraints Based Management Accounting Information System”

SOLE 1999 International Conference Proceedings, “Knowledge Based Bottom Line Management: Implementing an Executive Information System”

APICS Chapter Meeting May 2001 Guest Speaker, “Theory of Constraints Implementation at EFW”

Greater Fort Worth Manufacturers Association Chapter Meeting March 2001 Guest Speaker, “Theory of Constraints Implementation at EFW”

SOLE 2000 Presenter, “Bottom Line Decision Making and the Case for a Constraints Based Management Accounting Information System”

SOLE 1999 Presenter, “Knowledge Based Bottom Line Management: Implementing an Executive Information System”

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**MEMBERSHIPS**

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The Educational Society for Resource Management, APICS

American Accounting Association, AAA

Institute of Management Accountants, IMA

Council of Logistics Management, CLM

Project Management Institute, PMI

The Association of the US Army, AUSA