

# **Curriculum Vitae**

**Dr. Linda McIntosh, DBA**

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## **CURRENT POSITION**

**During Calendar Year 2017**

### **PMO Director/Executive**

**Sam Houston State University, August 2016**

#### **Nature of the Position**

- Transformation of the previous PMO to a new PMO center of excellence.
- Provide leadership and vision to the Project Management Office through supervision of Project Managers, performing advanced and/or managerial coordination of projects and portfolios, project and portfolio analysis, documentation and planning
- Work involves risk analysis, planning and budgeting, and supervision of PMO staff as well as project management activities such as analyzing user requirements, procedures, and needs to ensure compliant, on-time and on-budget project success
- Responsible for ensuring University practices comply with all policy and regulatory guidelines.
- Work under broad direction to coordinate project activities with professional and managerial staff in University departments and divisions, other state agencies, governmental jurisdictions, or private sector partners and contractors
- Plan, assign, and/or supervise the work of other professional, technical and student staff

#### **PRIMARY RESPONSIBILITY:**

- Lead my team within the Project Management Office and across the university in developing and implementing project management practices
- Define, implement, assess campus project management methodology is consistent with State and campus guidelines
- Oversight of Project Managers in complying with established project management methodologies
- Initiate projects, obtain authorization and commitment and demonstrate business need and project feasibility. Develop criteria for evaluating programs, proposals, and other pertinent information related to project assignments
- Develop project and portfolio budgets, schedules, work plans, resources requirements, risk assessments, and cost estimates and projections

- Reviews and recommends proposals and bids to management to maintain a healthy project portfolio
- Track project costs, schedules, and resources to ensure overall fit within the portfolio of projects and compliance with stated strategic timelines
- Communicate and explain project methodology and processes.
- Compile and distribute project and portfolio information, project and portfolio status reports, and project budget expenditures
- Manage project teams consisting of executive staff, consultants, and professional staff.
- Provide project and portfolio metrics as pertaining to but not limited to budgets, processes, activities, resource management, and deliverables as they relate to projects and portfolio management
- Work collaboratively with faculty, staff, and executives in delivery of disciplines toward the goal of project management success
- Work to establish congenial work relationships and to communicate effectively within department workgroup, throughout the university with executive and managerial staff, and with outside vendors
- Interpret and implement complex policies, statutes, and regulations affecting the department or university level

### **Formal Education**

Doctor of Business Administration with specialization in Project Management  
 Walden University, Minneapolis, MN; March 2017  
 Dissertation: Reducing Technology Costs for Small Real Estate Businesses Using Cloud and Mobility  
 Date Conferred: April 30, 2017

Doctor of Philosophy, in Information Technology  
 Walden University, Minneapolis, MN; (ABD-2008)

Master of Science, in Business Technologies  
 Marymount University, Arlington, VA  
 Date Conferred: May 2005

Bachelor of Science, in Computer Information Systems  
 Marymount University, Arlington, VA  
 Date Conferred: May 2002

## **PROFESSIONAL ASSOCIATIONS**

Member, Project Management Institute (PMI)  
Member, Information Technology Infrastructure Library (ITIL)  
Member, Certified Scrum Master (CSM)

## **TEACHING / SEMINAR EXPERIENCE**

Training Department Lead/Instructor  
Seta Corporation/Office of Naval Research

- Taught Microsoft Cisco Voice over Internet Protocol (VoIP) product classes to civilian and military personnel
- Designed quarterly curriculums
- Designed course schedules
- Designed teacher/course evaluations and scoring
- Conducted qualitative and quantitative research of student attendance metrics to measure future departmental/customer requirements and goals, examples of metrics:
  - How many classes offered on a particular topic
  - How many attendees per class
  - Course evaluation scores per class
  - Managed the training budget
  - This impacted 1,000 people

Program Manager  
Wal-Mart

- Designed and conducted a 1.5-hour training session for the Walmart information technology community on why my new project methodology was successful when other methods failed, below was the project information:
  - Managed a team of 75 global contractors and 7 Associates to deliver the annual benefits enrollment project from initiation to implementation utilizing the Agile/Iterative methodology. We won the Wal-Mart ISD "Team Innovation in Technology Award" at the SVP level and were nominated for the Global Divisional Award. Had a preset Board of Director's implementation date which was 95 days. Went "live" 3 days early with only a 2% defect rate. This project normally takes 15 months to complete.
- This impacted 1.3 million people.

Senior Service Consultant – Program Complex Delivery  
Verizon Business

- Designed the training material for two of Verizon customers, Common Wealth of Pennsylvania and Kaiser Permanente. The training material included:
  - Course layout

- Course schedules
- Course locations
- Course scoring
- Course teacher schedule
- Management of a team of Trainers
- This impacted the entire state of Pennsylvania and 30 Kaiser Permanente call center locations that are indirectly affecting over 4 million patients across multiple states in America.

## **CURRENT PUBLICATIONS**

### **ACADEMIC ARTICLE**

McIntosh, L. A. (2017). *Reducing Technology Costs for Small Real Estate Businesses Using Cloud and Mobility*. Submitted to the International Journal of Applied Management and Technology (in progress)

## **HONORS AND AWARDS**

Second semester Deans List, Marymount University, 2002

## **VOLUNTEER AND SOCIAL CHANGE EXPERIENCE**

San Antonio Food Bank  
Child sponsor for The International Children Fund

## **TECHNICAL EXPERIENCE**

Operating Systems/Workstations: MS-DOS, all Windows, NT & Platforms Novell 4.1, MAC/OS, UNIX, UNIDATA (advanced); Programming: C++, JAVA (basic - level). HTML, Basic Language, Cold Fusion, and Visual Basic (mid-level); Applications: MS Word, MS Excel, MS PowerPoint, MS Outlook, MS Access, MS Project, Adobe Acrobat Reader and Writer, Interaction, Compare Right, DOCS Open (Advanced). MS Publisher, Quest Reporter, LiveLink, Filemaker Pro, Visio, Freelance PageMaker, Datatel Benefactor and Colleague (mid-level). PGP, AS400, People Soft, Lexis/Nexus, West Law, Open, Citrix (user-level); Database: SQL, MSSQL7 Analysis, Design, Query, File manipulation and Implementation, data dictionary (mid-level) Portfolio Management (Planview, Clarity Microsoft Project, Primavera, Cloud OpenAir, Clarizen).

## **PROFESSIONAL WORK HISTORY**

### **EXECUTIVE PROFILE**

Dr. McIntosh has over 25 years of experience working in various positions as a PMO Director, Portfolio Manager, Program Manager, and Project Manager, in many different industries. Dr. McIntosh has a D.B.A., PMP, CSM, and is ITIL certified and has successfully delivered 95% of all projects and programs under budget and on time. Dr. McIntosh has managed employees (recruitment, termination, motivation, development, evaluations, time-off, and training) and vendors both locally and globally (EMEA, APJ, Americas). Dr. McIntosh has implemented application and infrastructure projects and programs with budgets ranging from \$1M to \$1B and affected from 2.3 million employees to billions of global customers. Dr. McIntosh strives for excellence and respect for the individual. Dr. McIntosh believes in communication, collaboration, and leveraging the creative ability of the entire team through motivational leadership. Dr. McIntosh has worked with all levels of personnel, from the Board of Directors (BOD) all the way to the technician/programmer. Having the propensity to work with all levels of personnel gives Dr. McIntosh that unique capability to immediately come in and quickly assess the situation through one-on-one discussions, meetings, and documentation review, to determine the best course of action for the success and health of the project or program.

### **KEY AREAS OF EXPERTISE**

- Program and Project Management Cross-functional, Cross-cultural Global Leadership
- Leadership, Innovation, and Communication
- Complex Enterprise Solutions Integration and Quality Assurance (Quality Tool)
- Entire Program and Project Life-cycle with the alignment of the Business and IT
- IT Program and Project Governance Risk Management
- ROI, SOW, RFP, and RFQ; all forms of Vendor Management
- IT Strategy & Operating Model Development
- HR Management and Enterprise Resource Management Planning
- Customer Relationship Management (CRM)
- PMO establishment and IT Organizational Change Management
- SDLC, MOF, MSF, SCRUM, Agile Adaptive, Iterative Agile methodologies
- Application and Data Migrations

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### **CERTIFICATES**

CSM (Certified Scrum Master), Certificate October 2015  
ITIL v3 (Information Technology Infrastructure Library) Certification, January 2011  
PMP (Project Management Professional) Certification, June 2007

## EMPLOYMENT AND PROJECTS

Sam Houston State University, August 2016 – Present, •PMO Director/Executive.

Transformation of the PMO to a center of excellence. Provide strategic leadership and vision to the PMO through supervision of Project Managers, and overseeing projects, programs, and portfolio management. Conducting planning and budgeting, and tracking expenditures. Following State and campus guidelines by working with university divisions, Administrators and Executives, State and Federal agencies, and outside vendors.

CenturyLink, Inc., *September 2014 – February 2016*, •Resource Manager to 7 PMs and 4 Contractors in IT Infra. & Ops and Support working multiple projects such as Active Directory migrations, support, security upgrades, and private Cloud infrastructure buildout.

Program Manager for CenturyLink's strategic migration of 90% of the enterprise grow applications into the public and private Cloud environment. The program scope included the implementation of all facets of infrastructure and connectivity to contain a stabilized environment for the application remediation, testing, and production readiness. Managed the program using Agile Adaptive Program Life Cycle (PMLC) for faster delivery. Additionally, managed a Mobility and Services program to produce mobile applications and create micro services, example applications completed, SAP Transport and Requisition Approval, SAP Time Entry, Conference Room Finder, Find Me, Fireworks Bidmaster with ColdFusion. Worked with the developers who used Citrix MDM application software and adaptive design web pages through bootstrap using the Agile Scrum method and the Pivotal Tracker tool software

ARC, *March 2014 – September 2014*, Sr. Project Manager. Managed a team of Voice, Wireless, Network, Storage Engineers, and third party vendor cabling company to build a new datacenter for Irion County school district in Mertzon Texas. We ran cat6 cabling throughout the entire school buildings and terminating at the central datacenter powered by an EATON 9350 10-30 kVA UPS. Used Microsoft Office 365. Racked and stack all equipment. Configured and installed Cisco 4507 core switch and configured eleven Cisco 3850 switches across seven stacks. Configured and installed ASA firewall with AD integration and web filtering. Configured and installed new vCenter server, HA, and DRS and performed P2V of existing Windows file server. Configured and installed a Cisco UCS and Nimble SAN, with VMware ESCi on UCS blades. Installed Windows Server 2012 on physical UCS blade as a domain controller to existing AD domain. Configured and installed Cisco Prime Infrastructure, access points, Cisco 5508 WLCs and ISE VM. Racked the Cisco UCS C server and the 2921 router, the configured and installed the CUCM and CUCxn. Deployed 60 phones, provided user classroom training, and day-one support.

San Antonio Water Service (RFD & Associates), *May 2013 – January 2014*, Program Manager. Managed a team of 1 Solution Architect, 5 Developers, 2 testers, and 2 BA's to develop 82 canned and ad hoc reports for an enterprise MS business intelligence (BI) data warehouse (DW) with the use of OLAP Cubes on SQL Server 2012 and the Agile Iterative approach methodology. This project affected more than 700,000 customers in the San Antonio, Texas area.

RackSpace (Skill Storm), *February 2013 – May 2013*, Program Manager. Worked with Oracle to implement Oracle BRM enterprise financial system for Payments, Collections, Adjustments, Credit Memo, Write-Offs, and General Ledger projects for millions of customers using Microsoft Project and Agile SCRUM Version One tools.

Verizon, Inc., *October 2011 – February 2013*, Senior Service Consultant – Program Complex Delivery. Managed a team of Engineers, IVR Developers, and Project Managers for the implementation of a new VoIP system for the Commonwealth of Pennsylvania that was completed by the customer due date. Managed a team of Trainers' for the integration of a centralized call center around the United States for Kaiser Permanente. This project integrated 30 Kaiser Permanente call center locations into one centralized and standardized location, affecting over 4 million patients. Completed a Juniper RSA security dual-factor authentication project for a German company with a location in New York.

Walmart, Inc., *October 2008 – October 2011*, Program Manager. for creating, managing, and planning the overall “Anytime, Anywhere, Any Platform” program. Created the business case strategy, governance, scope, and objectives for the multi-million-dollar program for Walmart globally. Managed 22 contractors for User Segmentation and Behavior, Application Compatibility, Application Virtualization, Dynamic Desktop Virtualization, Thin Client, and Image Re-engineering for Windows 7, Test and Prod Labs, Windows 7 64-bit OS and HTML5 mobile web application MDM Bring Your Own Device (BYOD) pilot for cost reduction. This program affected billions of customers and 2.2 million associates globally.

Project Manager. Managed a team of 75 global contractors offshore and onsite (from India and Japan) (Business Analysts, Quality, Testers, and Project Managers), and 7 Associates. This project had to deliver the annual enrollment benefits project utilizing the Agile/Iterative methodology that included integration of applications and legacy systems (AS400, SAP, Informatic, OSCAR, Active Directory, Exchange, Clarity, Remedy, SharePoint, .Net, IVR, SQL, JAVA, UNIX, Clear Case, Clear Trust, and Team Forge). Won a “Team Innovation in Technology Award” at the SVP-level and nominated for the Global Divisional Award. Had a preset Board of Director's implementation date of 95 days from implementation date. Went “live” 3 days earlier than predicted and only had a 2% defect rate. This development was a 3.5-million-dollar project, and affected 1.3 million people and led the way for a new internal project delivery methodology.

Project Manager. Managed a team of 30 global contractors offshore and onsite (from India) (Business Analysts, Quality, Testers), and 10 Associates to deliver the compensation management project utilizing the SDLC methodology that included the transfer of the time, labor, and benefits PeopleSoft application to a JAVA, Net, Lawson, and Workbrain environment. This project was for employee's salary increases, bonuses, and benefits based on associate grade. This project was a 1.4-million-dollar project and affected 1.3 million people within the company.

JPMorgan Chase (Comsys), *June 2008 – September 2008*, Program Manager. Managed budget for assigned projects (actual vs. plan), developed and monitored project/program plan(s), and adjusted resources and priorities accordingly using Microsoft Project, and utilized Oracle Essbase Plus for forecast and perform "what-if" analyses in order to look into the future.

*Germania Insurance (Titan Solutions), December 2007 – June 2008*, Program Manager. Established a PMO that did not previously exist and trained employees on how to manage and deliver projects and programs along with creating a support group for the new project and program managers.

Dell, Inc., *September 2006 – October 2007*, Program Manager. for the data center and lab capacity strategic planning and co-managed of a multi-million dollars (\$889M) tactical and strategic budget plan. Utilized the SDLC methodology along with Microsoft Project, and SharePoint to house each project and the stages of the project, along with who was the PM and budget and cost tracking. Additionally, housed all information related to each datacenter globally—size, capacity, the number of servers, the number of applications on the servers, storage, UPS, and generators. Worked with Data Center Design Engineers, Data Center Operations, Network and Storage Engineers, Global Messaging team, Application Support (SAP SCM, and other application), and Facilities to plan for necessary cabling (fiber) from IDF to rows, MDF, network switches for number or ports for High Density VMware farms or low density VMware farms, verifying enough power and cooling capacity, planning enough SAN environment. This program affected the entire Dell enterprise.

HCL Technologies LTD. (USAA), *March 2006 – August 2006*, Program Director. Designed a Portfolio management “follow the sun” model that assisted HCL and USAA acquire and view information about all of their software projects in one central location. Then sorted and prioritized each project according to certain criteria, such as strategic versus tactical, ROI, RIA, risk, and time. This model helped HCL and USAA track ongoing daily cost expenditures.



CitiFinancial (TEKsystems), *November 2005 – March 2006*, Project Manager. for 6 Projects that included working with different systems such as Planview Maestro, ACTION, CACS, VISION, Mortgage Serv, and DRI.

Naval Base (NAVAIR) (Flatter & Associates, Inc.), *January 2005 – October 2005*, Program Manager. Successfully completed Workforce Shaping (WS) Human Capital Strategy (HCS) program for the Secretary of the Navy that consisted of 5 components: Contractor Support Services (CSS), Commercial Activities (CA), Skills, Civilian and Military (CIV/MIL), and Reports and Queries. Managed eight resources who worked with SQL and Cold Fusion software and ensured compliance with DSS, DADMS/CDA, and FARs. Managed and delegated the Environmental Assessment (EA) Audit of the WS application within a 4-week turn-around timeframe in order to meet the Clinger-Cohen Act (CCA). EA included Statement of Work (SOW) deliverables, Operation Plan, Implementation Plan, Change Control Board Plan (CCB), Configuration Management Plan (CM), workflow processes, project timeline, development tools (SQL, Cold Fusion, Fusebox, and One Source), network infrastructure design, system size, system application interfaces, technical landscape, ERD, data dictionary, requirements methodology, data management methodology, configuration management, organizational operations, and key business functions.

Air National Guard (ITSS), *May 2004 – January 2005*, Project Manager. Managed 4 environmental assessment (EA) team members and 6 Help Desk team members for an Active Directory Migration. Wrote the following documents: user experience plan, help desk project plan and schedule, the EA physical, logical, and rack instructional document, the “As Build” templates, the Technical Training plan, Requirements Metrics Plan, Application Testing Checklist, Knowledge Transfer Plan, Business Process Plan, Business Process Survey, Help Desk Procedure Plan, Administrative and Logistics Plan, and the EAP Plan

CitiFinancial (Intersoft Data Labs), *February 2004 – May 2004*, Project Manager. Managed one of many projects (50 total) and assisted the CIO in the daily overall program coordination of the 50 projects for a company conversion of one financial institute to another financial institute (buy-out). Worked closely with the CIO, to the technical engineers to identify and anticipate all risks and create contingencies plans to remove any obstacles. This program affected millions of customers and involved hundreds of different systems.

Unisys at Fannie Mae (Summit Technology, Inc.), *June 2003 – November 2003*, Manager. Managed 1 User Trainer, 1 Communication Specialist, and 25 migration technical team members for the migration of UNIX and Novell to Windows, Active Directory, and Microsoft Exchange and Outlook 2002.

Office of Naval Research (Seta Corp), *October 2001 – June 2003*, Training Department Lead/Instructor. Managed budgets, project plans, and proposals for the Office of Naval Research training department. Managed a team of vendors for a deployment project of CISCO Voice over Internet Protocol (VoIP) and Interactive Voice Response (IVR) phone system (7920, 7940, 7914, 7936, IPCC, CallManager, Agent Desktop, and IVR). Negotiated then managed the contracts with vendors for the training of all users. Interacted with all levels of management, from the Admiral on down.

Cooley Godward, LLP., *January 2000 – August 2001*, Software Support Analyst for Active Directory and Windows and Office 2000 to all users' workstations within the company.

*Marymount University, September 1996 – January 2000*, Database Analyst. Developed (BASIC/SQL), implemented, and managed a Student Activities database for the student social organizations and awards for the Office of Student Activities, to disseminate the information campus-wide using Datatel's Colleague database system. With the completion of this database every department within the university could query reports on student's GPA's, social organization, sibling information, admission information, student accounts. The database was built on Datatel Benefactor on UNIDATA (runs on UNIX) using the BASIC. This database is still in use today.

## **STATEMENT OF TEACHING PHILOSOPHY**

I have a passion to share twenty years of knowledge and practical experience gained in business and in IT to help students succeed. Through my experience and teaching over the years, the most efficient way to engage individuals to learn is to encourage them to take ownership. I believe that my teaching philosophy is rooted in three main areas: mentorship, inspiration, and perseverance. I have learned over the years that giving back to society is important. How I give back is through the mentorship; in this case to the students. Students do not need a professor just to teach, they need a professor whom they can trust, admire, respect, and support them with positive reinforcement. I believe in lecturing and providing real world examples.

As a professor, I encourage students to be persistent and remain focused in their studies despite any obstacles they may face academically or personally. I remind students of the rigors of classes but that I make myself available any time they need extra guidance. This is how I reach my students. Subsequently, my core philosophy for teaching is full student engagement. This engagement of the students, I believe affords students the opportunity to become critical thinkers and encourage sharing of information.

I often make sure that I share my philosophy of mentorship, inspiration, and perseverance at the beginning of each class. If students have extenuating circumstances that prevent them from being engaged, I will work with them to accommodate their needs within the University guidelines. I am committed to providing a safe and comfortable learning environment that is both exciting and rigorous; one that empowers both student and teacher in the pursuit of learning

## STATEMENT OF RESEARCH

**Field and Areas of Interest.** I am interested in research in the areas of portfolio, program, and project management methodology along with business courses. Additional areas of interest to me are cloud, mobility, and small businesses. Within these fields, I can distinguish two core areas of interest. First, I am interested in information technology (IT) project implementation experiences that affect any small businesses, for instance real estate brokers, doctors, and retailers. Second, I am interested in cloud and mobility technology and the impact these technologies have on all industries within global markets. Within this area, I want to explore applied measurements, modeling complexity, and defining the cost reduction for using cloud and mobility technology products.

**Past Research.** Although I am beginning my academic research and teaching career, I have performed project, business, and technology research in the industries of retail, federal military, telecom, insurance, law, and academia. This research, from a qualitative design, analyzed mechanisms and models of improvement. These business models are purely structural. I am a strong advocate for all things IT and business project management. I have successfully applied the principles to my research agenda. My future research may contribute by focusing on current issues involved in the study of project management.

## TRANSCRIPTS

Unofficial Transcript

A00039520 Linda A. McIntosh

Jul 23, 2017 11:41 pm

Your current Institution is Walden University

[Transfer Credit](#) [Institution Credit](#) [Transcript Totals](#)

<b>Institution:</b> Walden University	
<b>Date:</b> 07/23/2017	
<b>Transcript Data</b>	
<b>STUDENT INFORMATION</b>	
<b>Name:</b>	Linda A. McIntosh
<b>ID:</b>	A00039520
<b>Birth Date:</b>	21-SEP
Unofficial Transcript	
***Transcript type:Web is NOT Official ***	
Unofficial Transcript	
<b>DEGREE RECEIVED</b>	
<b>Degree Received:</b>	Doctor of Business Admin
<b>Date Conferred:</b>	Apr 30, 2017
<b>Curriculum Information</b>	
<b>Program:</b>	Doctor of Business Admin
<b>Major:</b>	Business Administration

**Specialization/Conc:** Project Management

**Program Status:** AWARDED

**Doctoral Study:** Reducing Technology Costs for  
Small Real Estate Businesses  
Using Cloud and Mobility

Attempted Hours	Earned Hours	GPA Hours	Points	GPA
121.000	121.000	37.000	139.00	3.75

Unofficial Transcript

**Changed:** Doctor of Philosophy

**Date:** Dec 31, 2011

#### Curriculum Information

**Program:** Doctor of Philosophy AMDS

**Major:** Applied Mgmt and Decision Scie

**Specialization/Conc:** Information Systems  
Management

**Program Status:** CHANGED

Attempted Hours	Earned Hours	GPA Hours	Points	GPA
72.000	72.000	36.000	144.00	4.00

Unofficial Transcript

**TRANSFER CREDIT ACCEPTED BY INSTITUTION** [-Top-](#)

**200730: Marymount University**

Subject	Course	Title	Grade	Credit Hours	Points	R
DDBA	8150	Leadership	TR	3.000	0.00 ;	

Unofficial Transcript

**INSTITUTION CREDIT** [-Top-](#)**2007 Spring Qtr 03/05-05/27**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
AMDS	8000	DQ	Success Strat Online Lrng Env	A	4.000	16.00	Mar 05, 2007 to Apr 15, 2007	
AMDS	8110	DQ	Management Information Systems	A	4.000	16.00	Apr 16, 2007 to May 27, 2007	
SBSF	7100	DQ	Research Forum	S	6.000	0.00	Mar 05, 2007 to May 27, 2007	

<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				14.000	14.000	8.000	32.00	4.00
Unofficial Transcript								
<b>2007 Summer Qtr 06/04-08/26</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
AMDS	8125	DQ	Org Performance Improvement	A	4.000	16.00	Jul 16, 2007 to Aug 26, 2007	
SBSF	7100	DQ	Research Forum	S	6.000	0.00	Jun 04, 2007 to Aug 26, 2007	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				10.000	10.000	4.000	16.00	4.00
Unofficial Transcript								
<b>2007 Fall Qtr 09/04-11/25</b>								



Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
AMDS	8135	DQ	Project Management	A	4.000	16.00	Sep 04, 2007 to Oct 14, 2007	
AMDS	8235	DQ	Communications and Networking	A	4.000	16.00	Oct 15, 2007 to Nov 25, 2007	
RESI	1004	RE	Phd Chicago, II Residency	S	4.000	0.00	Oct 10, 2007 to Nov 18, 2007	
SBSF	7100	DQ	Research Forum	S	6.000	0.00	Sep 04, 2007 to Nov 25, 2007	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				18.000	18.000	8.000	32.00	4.00
Unofficial Transcript								

**2007 Winter Qtr 12/03-02/24**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
AMDS	8305	DQ	Readings in Info Systems	A	4.000	16.00	Dec 03, 2007 to Jan 13, 2008	
SBSF	7100	DQ	Research Forum	S	6.000	0.00	Dec 03, 2007 to Feb 24, 2008	
SBSF	8417	DQ	Res Sem I: Hum Inquiry & Scien	A	4.000	16.00	Dec 03, 2007 to Feb 24, 2008	

**Term Totals:**

	Attempted Hours	Earned Hours	GPA Hours	Points	GPA
<b>Term:</b>	14.000	14.000	8.000	32.00	4.00

Unofficial Transcript

**2008 Spring Qtr 03/03-05/25**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
AMDS	8225	DQ	Database Concepts	A	4.000	16.00	Mar 03, 2008 to Apr 13, 2008	
SBSF	7100	DQ	Research Forum	S	6.000	0.00	Mar 03, 2008 to May 25, 2008	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				10.000	10.000	4.000	16.00	4.00
Unofficial Transcript								
<b>2008 Summer Qtr 06/02-08/24</b>								
Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
AMDS	8316	DQ	Security Mgmt Risk Asmt	A	4.000	16.00	Jul 14, 2008 to Aug	

							24, 2008	
SBSF	7100	DQ	Research Forum	S	6.000	0.00	Jun 02, 2008 to Aug 24, 2008	
<b>Term Totals:</b>								
					<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b> <b>GPA</b>
<b>Term:</b>					10.000	10.000	4.000	16.00 4.00
Unofficial Transcript								
<b>2008 Fall Qtr 09/02-11/23</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
Unofficial Transcript								
<b>2011 Fall Sem 09/06-12/26</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	8005	DS	Found. Doc Bus Admin. Studies	B	3.000	9.00	Oct 31, 2011 to Dec	

26,  
2011

**Term Totals:**

	Attempted Hours	Earned Hours	GPA Hours	Points	GPA
<b>Term:</b>	3.000	3.000	3.000	9.00	3.00

Unofficial Transcript

**2012 Spring Sem 01/03-04/22**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	8110	DS	Bus Ops Syst Persp in Gbl Org	A	3.000	12.00	Jan 03, 2012 to Feb 26, 2012	
DDBA	8120	DS	Information Systems Management	A	3.000	12.00	Feb 27, 2012 to Apr 22, 2012	

**Term Totals:**

	Attempted Hours	Earned Hours	GPA Hours	Points	GPA
<b>Term:</b>	6.000	6.000	6.000	24.00	4.00

Unofficial Transcript

**2012 Summer Sem 04/30-08/19**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	8130	DS	Strategic Marketing	A	3.000	12.00	Apr 30, 2012 to Jun 24, 2012	
DDBA	8140	DS	Financial Management	B	3.000	9.00	Jun 25, 2012 to Aug 19, 2012	
RESI	8301	RE	Houston D.B.A. Resi 1	S	4.000	0.00	May 09, 2012 to May 13, 2012	

**Term Totals:**

	Attempted Hours	Earned Hours	GPA Hours	Points	GPA
<b>Term:</b>	10.000	10.000	6.000	21.00	3.50

Unofficial Transcript

**2012 Fall Sem 09/04-12/23**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	8160	DS	Business Strategy and Innov.	A	3.000	12.00	Sep 04, 2012 to Oct 28, 2012	
DDBA	8427	DS	Applied Rsch Meth Qual & Quant	A	3.000	12.00	Oct 29, 2012 to Dec 23, 2012	

**Term Totals:**

	Attempted Hours	Earned Hours	GPA Hours	Points	GPA
Term:	6.000	6.000	6.000	24.00	4.00

Unofficial Transcript

**2013 Spring Sem 01/07-04/28**

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	8100	DS	Doctoral Study Mentoring	S	0.000	0.00	Mar 04, 2013 to Apr	

							28, 2013	
DDBA	8438	DS	Quant. Dec- Making Bus. Anlys	B	3.000	9.00	Mar 04, 2013 to Apr 28, 2013	
DDBA	8991	DS	Qual. & Case Rsch Bus. Anlys	A	4.000	16.00	Jan 07, 2013 to Mar 03, 2013	
<b>Term Totals:</b>								
					<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>
								<b>GPA</b>
<b>Term:</b>					7.000	7.000	7.000	25.00
								3.57
Unofficial Transcript								
<b>2013 Summer Sem 05/06-08/25</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	8100	DS	Doctoral Study Mentoring	S	0.000	0.00	May 06, 2013 to Jun 30, 2013	
DDBA	8100	DS	Doctoral Study Mentoring	S	0.000	0.00	Jul 01, 2013	



							to Aug 25, 2013	
DDBA	8570	DS	Sem. in Program&Portfolio Mgmt	A	3.000	12.00	May 06, 2013 to Jun 30, 2013	
DDBA	8571	DS	Sem PrjctPort Perf&OrgEffect	A	3.000	12.00	Jul 01, 2013 to Aug 25, 2013	
RESI	8302	RE	Houston D.B.A. Resi 2	S	4.000	0.00	Jun 26, 2013 to Jun 30, 2013	
Term Totals:								
				Attempted Hours	Earned Hours	GPA Hours	Points	GPA
Term:				10.000	10.000	6.000	24.00	4.00
Unofficial Transcript								
2013 Fall Sem 09/03-12/22								
Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R

DDBA	8100	DS	Doctoral Study Mentoring	S	0.000	0.00	Sep 03, 2013 to Oct 27, 2013	
DDBA	8572	DS	Sem in Prjct-Base Strat Ldrshp	A	3.000	12.00	Sep 03, 2013 to Oct 27, 2013	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Oct 28, 2013 to Dec 22, 2013	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				7.000	7.000	3.000	12.00	4.00
Unofficial Transcript								
<b>2014 Spring Sem 01/06-04/27</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Mar 03, 2014 to Apr	

							27, 2014	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jan 06, 2014 to Mar 02, 2014	
<b>Term Totals:</b>								
					<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b> <b>GPA</b>
<b>Term:</b>					8.000	8.000	0.000	0.00 0.00
Unofficial Transcript								
<b>2014 Summer Sem 05/05-08/24</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jun 30, 2014 to Aug 24, 2014	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	May 05, 2014 to Jun 29, 2014	
<b>Term Totals:</b>								

				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
<b>2014 Fall Sem 09/02-12/21</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Oct 27, 2014 to Dec 21, 2014	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Sep 02, 2014 to Oct 26, 2014	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
<b>2015 Spring Sem 01/05-04/26</b>								

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Mar 02, 2015 to Apr 26, 2015	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jan 05, 2015 to Mar 01, 2015	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
<b>2015 Summer Sem 05/04-08/23</b>								
Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jun 29, 2015 to Aug 23, 2015	

DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	May 04, 2015 to Jun 28, 2015	
<b>Term Totals:</b>								
					<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>
								<b>GPA</b>
<b>Term:</b>					8.000	8.000	0.000	0.00 0.00
Unofficial Transcript								
<b>2015 Fall Sem 08/31-12/20</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Oct 26, 2015 to Dec 20, 2015	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Aug 31, 2015 to Oct 25, 2015	
<b>Term Totals:</b>								

				Attempted Hours	Earned Hours	GPA Hours	Points	GPA
Term:				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
2016 Spring Sem 01/04-04/24								
Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Feb 29, 2016 to Apr 24, 2016	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jan 04, 2016 to Feb 28, 2016	
Term Totals:								
				Attempted Hours	Earned Hours	GPA Hours	Points	GPA
Term:				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
2016 Summer Sem 05/02-08/21								

Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jun 27, 2016 to Aug 21, 2016	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	May 02, 2016 to Jun 26, 2016	
<b>Term Totals:</b>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
<b>2016 Fall Sem 08/29-12/18</b>								
Subject	Course	Level	Title	Grade	Credit Hours	Points	Start and End Dates	R
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Oct 24, 2016 to Dec	



							18, 2016	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Aug 29, 2016 to Oct 23, 2016	
<b>Term Totals:</b>								
					<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b> <b>GPA</b>
<b>Term:</b>					8.000	8.000	0.000	0.00 0.00
Unofficial Transcript								
<b>2017 Spring Sem 01/09-04/30</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Mar 06, 2017 to Apr 30, 2017	
DDBA	9000	DS	Doctoral Study Completion	S	4.000	0.00	Jan 09, 2017 to Mar 05, 2017	
<b>Term Totals:</b>								

				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Term:</b>				8.000	8.000	0.000	0.00	0.00
Unofficial Transcript								
<b>2017 Summer Sem 05/08-08/27</b>								
<b>Subject</b>	<b>Course</b>	<b>Level</b>	<b>Title</b>	<b>Grade</b>	<b>Credit Hours</b>	<b>Points</b>	<b>Start and End Dates</b>	<b>R</b>
Unofficial Transcript								
<b>CUMULATIVE TOTALS</b> <a href="#">-Top-</a>								
				<b>Attempted Hours</b>	<b>Earned Hours</b>	<b>GPA Hours</b>	<b>Points</b>	<b>GPA</b>
<b>Institution:</b>				205.000	205.000	73.000	283.00	3.87
<b>Transfer:</b>				0.000	3.000	0.000	0.00	0.00
<b>Overall:</b>				205.000	208.000	73.000	283.00	3.87