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Summary

Leader in human-centered research and design projects of products and services, with more than 20 years of experience with complex, mission critical systems. Projects include a variety of enterprise applications for financial services, commodity trading, and reporting platforms, most notably, establishing a user experience practice for Nike; researching and designing major portions of what is now united.com; and conducting usability testing on electronic healthcare records to save 50-100 lives/year. Practitioner of the principles of human-centered design and design thinking to lead interdisciplinary teams of user experience designers, user researchers, human factors engineers, business analysts, project managers, front-end and backend developers.

Consulted with businesses in a variety of industries about how to improve the experience and usability on their mission critical applications. Conducted research using a variety of qualitative and quantitative methodologies.

Trained organizations including Nike, Sandia National Laboratories, Northwell Health, American Greetings, and the Central Intelligence Agency (CIA) on the process and key skills needed for a user-center design practice in their respective organizations.

Teaching Philosophy

In my academic career, the best teachers I encountered shared several common characteristics: they had an infectious personal passion for their subject; they used the Socratic method effectively to encourage students to think critically about the subject matter; and they practiced a student-centered approach that promoted student engagement with the material. The example set by these inspired teachers is the basis of my own teaching and training philosophy.

- **No Sage on the Stage, No Death by PowerPoint** – Using the same human-centered design methodology foundational to my work, my teaching evolved from lectures using dense, elaborate presentations. I quickly realized this teaching method was poor for student engagement and learning. Through iteration, I discovered students learn better through project-based learning with a scaffolding of introductory and supplemental materials. I consciously create an environment that encourages self-directed learning, which promotes engagement and critical thinking.
- **Teach to Mastery, Not to Grades** – My students come from varied backgrounds and are at various stages of their careers. I view my role as their trusted guide through the process of learning about every aspect of experience design, including important user experience leadership skills. To that end, I teach to mastery rather than grades which I find can often inhibit genuine learning and/or mastery. I provide ample opportunities for constructive feedback paired with do-overs so students are able to genuinely learn from their work efforts. All of my students are teamed with a group of peers, typically in a group that includes a mix of novice, apprentice, and journeyman competency levels. For the novice students, this gives them a diverse bench of expertise to help them grow early in their career. The apprentice level students are given the opportunity both to continue practicing as well as learn from their more experienced peers, while building their competence by teaching someone with less experience. The journeyman benefits from the opportunity teach what they know – a key to mastery – while developing critical leadership skills which will be needed at master level competency. The team experience also

gives students an opportunity to develop important professional relationships with their future colleagues.

- **Focus on Leadership** – As part of their weekly team assignments, all students develop critical leadership skills including humble inquiry, vision and strategy, empathy, and leading oneself. We discuss how everyone has the ability to be a leader, regardless of subject matter mastery. We discuss how to influence change and drive innovation in their organizations with leadership skills.
- **Commitment to Lifelong Learning** – My passion for user experience is but a part of an overall

Professional Experience

Kent State University

Adjunct Faculty

February 2015-present

Adjunct faculty in the School of Information's Master's of User Experience Design program, the largest online master's program at Kent State University.

During my time at Kent, I developed a dedicated following of students because my teaching philosophy is a mastery-driven and student centered. In our program, my unique use of a team-centered approach modeled after those used in business schools also encourages networking and collaboration, while offering an important social safety net during the often-isolating online master's program. Students universally appreciate the team structure, even those who initially have reservations about meeting with virtual strangers. It's been so successful that in 2019, the program has asked me to roll out this model program-wide with training for adjunct and full-time faculty.

I teach the full catalog of courses.

Spring 2020

Usability I

Usability II

Fall 2019

UXD in Practice

Principles of Interaction

Spring 2019

Content Strategy

UXD Leadership

Fall 2018

Information Architecture I

Information Architecture II

Summer 2018

Usability I

Usability II

Spring 2018

Information Technologies

Fall 2017

Researching User Experience I
Researching User Experience II

Summer 2017

UXD Principles & Concepts
UXD in Practice

Spring 2017

UXD in Practice

Fall 2016

UXD Principles & Concepts
Usability II

Summer 2016

Interaction Design

Spring 2016

Researching User Experience I
Researching User Experience II

Fall 2015

UXD Principles & Concepts

Summer 2015

Information Architecture

User Experience Professionals Association – Houston Chapter

Executive Director

October 2014-December 2017

Nominated to serve on the Board for the Houston User Experience Professional Association (HUXPA), the Houston chapter of UXPA, which is an international association, devoted to assisting new and established professionals in the user experience disciplines through networking. My role was to build guiding the chapter and providing leadership in all chapter business, represent the chapter in the international association, and work tactically and strategically for the best interests of the chapter.

During my tenure HUXPA generated its first revenues, established committees and processes, and more than tripled in size.

UX.training, a division of Normal Modes

Founding Principal

January 2016-present

No sage on the stage. No death by PowerPoint. At UX.training, we're past all that now. Today, we share what we know about creating great experiences using participant-centered, results-based training methods. Our curriculum is based on our research-based, peer-reviewed YouX™ Competency Model that

defines the latest competencies needed for success in a UX career. We offer fun, engaging online UX training, in-house UX training, and UX coaching for individual and teams. As the primary trainer, I serve as the lead course author and trainer with supplemental support from a bench of university faculty colleagues.

In 2016, we rebranded Normal Modes training services as UX.training. It's the same participant-centered, evidence-based training methods we used at Normal Modes, but kicked up a notch through with our research-based YouX™ Competency Model.

A complete list of course offerings is available at <http://ux.training/>.

Normal Modes UX & Usability

Founding Principal

March 2009-present

At Normal Modes, we change the world, one experience at a time. We conduct research to improve user people's experiences with software, physical products, services, and organizations.

Our clients include Nike, Sandia National Laboratories, Avanade, HP, Netflix, Monsanto, Weatherford, Kelsey-Seybold, Hearst, Baylor College of Medicine, Lockheed Martin, & the U.S. Department of Veterans Affairs - among others.

As the company's founder and first employee, I am responsible for all aspects of the business, including user experience design and usability testing.

- Led engagements for a full range of Normal Modes product offerings, primarily including:
 - Usability testing, using a variety of methodologies
 - User experience design
 - Web application development
 - Business strategy consulting
- Led a large teams and organizations in a variety of UX and usability-related projects. Conducted design reviews, led all aspects of engagement and project management, and ensured work is of incomparable quality and delivered on-time and on-budget.
- Provided business strategy and management consulting services on key initiatives related to product strategy, go-to-market, turnaround, user experience, usability and technology initiatives.

Highlights

Nike – Mind the Margins & MerchMANX (World-Wide Line Planning)

Services: Usability Testing, Design Thinking, & Leadership

To mitigate project risk and ensure user acceptance at go-live, established and implemented a usability testing program that would provide measurable feedback to all stakeholders with an emphasis on neutrality and diplomacy. Developed a customized system for Nike to calculate ROI and prioritize all future project efforts. Projected staffing augmentation needed at go-live using Monte Carlo simulations.

Department of Veterans Affairs Electronic Healthcare Record Critical Alerts

Services: Usability Testing

At the Department of Veterans Affairs (VA) Hospital in Houston, Texas, 50 to 100 cases of prostate, lung and colon cancer go either misdiagnosed or undetected every year. This is largely

due to a notification system in which results from critical tests are easily missed or forgotten amongst hundreds of other notifications. I led the onsite team of human factors project team, working closely with the development team to design a means within the Computerized Patient Record System (CPRS) of tracking follow-up actions to critical test results, with the ultimate goal of saving lives via reducing the number of undiagnosed cancers in our nation's veterans. In addition, this effort will help reduce the VA's \$150-500 million dollar a year medical liability costs associated with these undiagnosed cancers.

Sonangol Global Trading System (SGTS)

Services: Usability Testing & User Experience Design

Every year, more than \$160 billion dollars in oil revenue flows through SGTS, previously web application that provides the national oil company of Angola's world-wide offices with the ability to create and maintain cargo scheduling and tracking information needed to market, sell, and deliver oil to a variety of major oil company customers.

The system brings commonality to the scheduling operations workflow process, automates reporting, and increases the quality of work performed by personnel. Based upon user interviews and contextual inquiry conducted by the Normal Modes team, we re-architected the workflow and redesigned the UI as the application migrated to a SmartClient interface.

Lockheed Martin Government Exchange

Services: User Experience Design, Information Architecture, Video, Web Application Development, Project Management & Management Consulting

As the first CIO for the United States government, Vivek Kundra's goal is to "revolutionize technology in the public sector." To meet Kundra's objectives, Lockheed Martin - the #1 contractor to the federal government for the past 16 years - introduced GovernmentExchange.com, a portal for procuring cloud-computing solutions for the federal government. The Normal Modes team was responsible for all aspects of this project's development.

Invited Talks & Trainings

When Bad Sh!t Happens: Who to Blame & How to Fix It
HUXPA – 2019

UX Research: A Panel Discussion
Moderator. HUXPA – 2019

User Experience Foundations Workshop
Various Clients

Usability Workshop
Various Clients

Journey Mapping Experiences Workshop
Various Clients

Normal Modes 2015 Webinar Series – A series of webinars on foundational UX and usability topics.
Normal Modes – Training

The Sum of Experiences: UX & the Customer Experience
Customer Experience Professionals Association Customer Experience Day 2013

How to Be an Observer & Formal Note-taker in Usability Studies
Nike – Training

How to Conduct Usability Testing on Enterprise Applications
Nike – Training

Avoiding the Big Flop: Strategies for Mitigating Fear & Gaining User Buy-in Prior to Go-Live
HJUG

Calculating ROI on UX & Usability Projects
Webinar

Touchy! Identifying Every Touch Point in the Experience Lifecycle
IxDA Interaction 2012 – Dublin, Ireland

The Secrets of Creating Remarkable Customer Experiences
Entrepreneurs Organization – Webinar

How to Think Like (and Design for) Your Customer: User Experience Fundamentals Workshop
2-day Training

Velocity Futures

Project Manager & Interaction Coordinator
September 2008-June 2009

A high-volume futures trading firm, with activities primarily centered on one the first web-based Futures Commission Merchants (FCMs) and an energy-based hedge fund. My daily responsibilities included product management, project management, and research designed to help commodities traders trade more efficiently (and make more money faster), as well as leading a team of senior .NET developers.

- Managed team of developers responsible for multimillion-dollar trades, strict regulatory oversight, and a suite of custom software designed to handle all aspects of running a hedge fund and futures trading enterprise.
- Implemented agile methodology with daily scrums, weekly sprints, and regularly scheduled releases to improve project release schedule.
- Oversaw major redesign of enterprise account applications. This project integrated a much-needed UX “refresh” with emerging legal and compliance revisions with downstream effects on both customer-facing and internal-facing systems.
- Using ethnographic research, prepared extensive information architecture and UX revisions to existing systems. These revisions included constructing a style guide that unified five disparate “portals,” creating a “dashboard” used as a daily task & reports log for operations staff, and automating non-value added, human centered processes for the customer and back office.

Continental Airlines

Manager, Voice Automation (Customer Self Service Group)
Sr. Analyst, continental.com
May 2005-August 2008

During my time with Continental Airlines, I redesigned and upgraded the user experience on a variety of the airline's customer-facing systems. In addition to developing personas and defining use case scenarios, I conducted usability testing using a variety of methods, including formal usability testing, A/B testing with paper prototypes, magnitude estimation, eye tracking and heuristic evaluations. All systems remain widely used today, even after the Continental/United merger in 2011-2012.

Engagement Highlights

continental.com My Account Redesign

Redesigned *My Account* area of continental.com. Project considerations included increasing usability and accessibility without alienating current, highly devoted users. This project more fully integrated the *My Account* area of continental.com with the site redesign. As part of the scope of this project, I conducted multiple rounds of usability testing throughout the U.S. including contextual inquiry, one-on-one interviews, Usability Magnitude Estimation and Master Usability Scaling, and Eye tracking.

Some comments from FlyerTalk.com, an online loyalty program BB*, at the final design's launch:

"WOW!!! Check out the Elite-O-Meter in the upper left!" - from Bonehead

"I like it! Nice change CO." - from danceswithsunlight,

"Very spiffy new site indeed." - from Anglo Large Clawed Otter

"Wow! Very nice and easier to read. and I love the Elite-O-Meter!...it's a very nice change, nonetheless." - from susanaustin

continental.com Car & Hotel Booking Engines

In an effort to increase incremental revenue and harmonize the car and hotel booking engines with an upgraded user experience, I redesigned the rental car and hotel booking engines of continental.com. Among the project's key business objectives was to provide additional upgrade opportunities. The upgrade path I designed along with the improved user interface, a significantly increased the engines' conversion rates and produced a monthly incremental revenue increase of more than 50% YOY.

continental.com Reward Charts

An ongoing pet project from 2005 until it was completed in late 2007, I leveraged AJAX along with general usability principles to produce reward charts that allow users to quickly and easily research miles needed for reward travel. This project was Continental's first foray into AJAX-driven applications for challenging data problems. I also conducted quantitative usability testing with magnitude estimation and qualitative research with paper prototypes prior to launch.

Major Redesign & Replatforming of continental.com

Part of continental.com redesign planning and execution, a multi-million dollar project with organization-wide stakeholders. The project featured a complete code rewrite (to Microsoft .NET 2.0), content reorganization and back-end migration over a period of eight months.

Airport Gate Displays

Architected and managed system-wide visual gate displays project. This project deployed 52" monitors to airport gates, displaying content including stand-by lists, weather information by destination, and special operations messaging, among other content to decrease foot traffic to agents with the goal of increasing on-time flight departures. In addition, the project features designs for destination specific advertising as an important incremental revenue stream.

Flight Booking Engine for Phone

Architected and designed a voice-powered flight booking engine (internal facing) featuring open seats by flight, roundtrip travel to/from both domestic and international locations, and seat booking based on user profiles. This system also authenticates a broad user-base including non-Continental employees, returning a smaller approved dataset in the same call flow. This product is the only end-to-end voice automated booking engine we are aware of in the industry, prompting us to investigate submitting it for patent in 2008.

Education

MLS
Rice University, Houston, TX

BA, International Studies
University of St. Thomas, Houston, TX

Continuing Education

Mentor Coaching Certificate - 2020
Doerr Institute for New Leaders
Rice University, Houston, TX

Leadership Coaching Certificate - 2019
Doerr Institute for New Leaders
Rice University, Houston, TX

Master Participant-Centered Trainer Certificate - 2018
Bob Pike Group – Minneapolis, MN

Professional Associations

- User Experience Professionals Association (UXPA)
- Interaction Design Association (IXDA)
- Human Factors and Ergonomics Society (HFES)
- American Marketing Association
- Houston Interactive Marketing Association (HiMA)

Volunteer Activities

Book Fair Chair, St. Catherine's Montessori – 2019 to present

Friends of the Library Co-Chair, St. Catherine's Montessori – 2018 to present

Mentor 2.0 Big Brothers Big Sisters – 2014 to 2018

Executive Director, HUXPA – 2014 to 2017