

CLIFFORD M. NELSON

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CAREER PROFILE

Experienced College-Level Accounting Professor with business application perspective that supports theories and principles. Successfully taught graduate and undergraduate level courses in public and private, technical and business university programs. Business experience focused on operations management, program development and information management in domestic and international settings. Experienced in conceiving, creating, and implementing new business processes and systems for new ventures and major reengineering projects.

EDUCATION

DBA in Finance, Accounting & Economics	University of Illinois	1961 - 1963
MC in Finance, Accounting & Economics	University of Illinois	1959 - 1961
BS in Accounting	University of Illinois	1955 - 1959

ACADEMIC EXPERIENCE

UNIVERSITY OF CONNECTICUT 1997 – Present

State University with majors in the business disciplines of Accounting, Information Technology, Management, Marketing, and Finance. Full enrollment at the university is over 20,000 students.

Assistant Professor in Residence 1997- Present

Taught Managerial Accounting, Cost Accounting and Accounting Information Systems at the graduate and undergraduate levels. Led the development and coordination of the Managerial Accounting and Cost Accounting courses, and pioneered the use of distance learning at the undergraduate level.

- Led the planning and execution of the Managerial Accounting Course for 300 students each semester. Guided five doctoral students and professors in the structure, approach, and conduct of the class, exams, and student evaluation. Initiated special events to improve student interest and understanding of the business environment through use of Corporate Executives conducting case study discussions.
- Pioneered use of an interactive television course in Managerial Accounting for undergraduate business majors. The course was linked to five remote locations throughout the state. Employed expanded student learning through use of the chat room, bulletin board, and email.
- Guided, as Faculty Advisor, Beta Alpha Psi, the Accounting Honorary Fraternity, and the Accounting Society. Helped students develop goals and a plan, execute an implement plan, and delegate/motivate members to make a contribution. Events conducted by the organizations included speaking engagements by members of the local accounting and business establishments, establishment of a career fair, and business trips to local companies and the FASB.
- Taught Cost Accounting with full use of Excel and other technology tools.

- Student Advisor on curriculum to 50 undergraduate students.
- Faculty Advisor and Faculty Officer for Beta Gamma Sigma

Courses Taught as Adjunct Faculty

Graduate Level Courses: *Cost Effectiveness and Control*
Principles of Accounting
Information Management
Computer Operations
Managerial Accounting
Computers and Management

Undergraduate Level Courses: *Managerial Accounting*
Accounting Information Systems
Intermediate Accounting
Principles of Accounting
Introduction to Finance
Principles of Management

Adjunct Positions - Universities and Colleges Taught

Sacred Heart University, Bridgeport, CT
University of New Haven Executive MBA Program, West New Haven, CT
Quinnipiac College, Hamden, CT
Rochester Institute of Technology Graduate Business School, Rochester, NY
Simon Graduate School of Business, University of Rochester, Rochester, NY
Fairfield University, Fairfield, CT
Florida Institute of Technology (FIT) Graduate School, Melbourne, FL
Seattle University, Seattle, WA
University of Washington, Seattle, WA
University of Illinois, Champaign, IL

OTHER ACADEMIC/ TRAINING EXPERIENCES

- Developed curriculum and taught Finance Segment of Management Development for Women Studies Program.
- Presented New System Strategy and Program to User Organizations.
- Conducted training on quality tools such as TQC Diagnosis.
- Conducted organization training on personnel topics such as Pay For Performance, Alternative Work-in-Family Programs, and Sexual Harassment.

PROFESSIONAL EXPERIENCE

DARTNELL ENTERPRISES, East Rochester, NY **1996**
A computer, imaging and systems company that provides full service process and systems integration from business process engineering through solution implementation and post-implementation support.

Business Process Engineering Consultant **1996**

Marketed, organized, and conducted business process engineering projects leading to breakthrough improvements in productivity and customer service. This encompassed work process improvements, application and integration of cutting-edge technology, and human factor development including training and skill development. Consulting engagements were conducted with major manufacturing corporations, legal firms, financial corporations, educational institutions, and government agencies.

- Presented workflow and technology opportunities to a major communication company on their service and sales call centers. This included productivity improvements, training on demand, scripts for transition from service to sales, and linkage to billing, collection, and delivery systems. Identified impacts of up to \$1,000,000 savings, increased customer satisfaction, sales growth exceeding their 50% target, and reduced training and recruiting costs.
- Conducted assessment of a federal government agency on integration of multiple reengineering projects and transition to a wholly owned private corporation. Guided transition process through change management presentations, mission and scope development, clarification of roles, and methodology for selection of priority projects.
- Consulted major financing corporation on upgrading their product financing, credit approval, and accounting update processes.
- Developed strategy and selected application software packages for information system help desk, inventory control, and management reporting for manufacturing and service firms.

XEROX CORPORATION **1969 - 1995** *An \$18 billion international company specializing in document management solutions from software/ hardware to advanced customer services.*

U.S. Sales Operations (Rochester, NY) **1979 - 1995** *Domestic operations group with \$8 billion revenue that provides sales, consulting, service, system solutions, and support for the full range of Document System Products.*

Manager, Major Account Contract System and Process Development

1991 - 1995

Directed staff of 24 Program Managers, Specialists, and Administrators with a budget of \$1.3 million to develop system and process solutions for contract marketing product and pricing programs. Over \$3 billion in Commercial Major Accounts (e.g., GE, Ford) and Government Contracts were impacted.

- Conceived and developed the complete reengineering of the domestic Contract Management Process as co-manager of a cross-functional team. Used client server technology, integrated networking, PC communication with mainline systems, and empowered work groups. Expected to improve productivity by 40% (or \$750,000) annually, reduce contract cycle time by 80% (25 days to 5 days), and provide online contract management.
- Successfully managed Senior Program Managers and Analysts who delivered creative solutions on schedule that met and often exceeded Major Account Customer expectations. Engaged cross-functional system and process expert teams to assure comprehensive, cost-effective systems and processes.
- Implemented process simplification and system redesign to absorb a 20% reduction in the staff from 1991 to 1994 while doubling contract volume and resulting workload.

- Spearheaded the department's quality program to integrate Total Quality Company (TQC) into the key department business processes for 250 employees.
- Managed successful migration from use of Xerox proprietary environment to PC-based system.

Manager of Strategic Support and Requirements Planning

1985 - 1991

Conceptualized and managed a series of initiatives to plan and implement integrated systems and processes:

- Reduced the costs per order by approximately 75%. Improved order, delivery and billing cycle time by 50% for the Memorywriter, Fax and Low End Copier Products. This was accomplished through transition into the low-cost, commodity-oriented Alternate Channel Process and System (ACSP) supporting a new venture business that grew to \$120 million revenue per year.
- Played a key role in the integration of a satellite system and process for Printing System Products into the mainline systems. Generated savings of approximately \$32 million by closing the West Coast Office and supporting system. Facilitated integrated customer invoices, and improved cash flow.
- Restructured the information systems process to focus on projects with highest business and financial payback and support the strategic business direction.
- Received special recognition for the movement of 50 Systems Requirements Planners into various functional and systems organizations while maintaining the customer level of service and positive employee satisfaction feedback.

Manager, Information Management, Alternate Channel, (Stamford, CT)

1979 - 1985

Managed 18 professional and operations personnel supporting Requirements Planning, Systems Analysis and Programming. Supported two data center locations housing a Wang 100 and 300 System with approximately 250 terminals linked into the IBM mainline systems.

- Within one year, managed the implementation of a new order fulfillment, billing, account receivable, payable, general ledger, and management reporting system in partnership with key functional managers.
- Maintained flat budget and resource level despite sales growth of approximately 200%.
- Rewrote the entire system within a short schedule window to transition the business from retail stores and outbound telemarketing to product dealers, retailers, value-added resellers, and distributors.

Rank Xerox (London, England)

1977 - 1979 *European Operations Group with \$4 billion sales providing sales, consulting, services, systems, and support for Document System Products.*

Manager, Machine Contract Control Project

1977 - 1979

Program Managed development of an order entry, order fulfillment, customer information, and reporting system as a Shared Development System for 13 European Countries in Rank Xerox.

- Devised and directed the development of a table-driven system geared to deliver operating costs and process productivity of approximately \$4 million per year, improve cash flow, and provide the flexibility to meet each country's unique requirements.

Prior to 1977, held varied assignments of increasing responsibility in Customer Administration and Systems Management. Was a member of the Long-Range Systems Planning Team.

BOEING COMPANY (Seattle, Washington)

1963 - 1969

Business Planning Supervisor (Cape Kennedy, Florida)

1967 - 1969

Business Analyst (Seattle, Washington)

1963 - 1967

PROFESSIONAL RECOGNITION

Xerox Achievement Awards

1980, 1984, 1989, 1991, 1992, 1993, 1994

Xerox All-Star Awards

1987, 1989, 1992