

## Paul Terdal

*Management Consultant, Candidate for Senate District 17*

### Professional Background

Paul Terdal is a management expert; he has worked with for-profit and non-profit organizations in Oregon, and throughout the United States and the world to improve operating practices, organizational structures, executive decision making, and delegation to empower mid-level managers to innovate and achieve critical results. Paul's focus is on both custom design of new management processes and practices, and on leading client teams to implement those processes to drive lasting, meaningful change. He has also served as an interim manager to lead critical project recovery efforts for several clients, to turn around failing or at risk projects.

Paul has worked with PwC's PRTM since 1998, both as a full-time consultant and as an independent contractor. Prior to joining PRTM, Paul was an Engineering executive at Wygant Scientific, a Portland, Oregon-based telecommunications equipment company, and served as the Associate Director for the Reed College Nuclear Reactor Facility. Paul has also served as a Visiting Professor of Non-Profit Management at the Ukrainian Catholic University in L'viv, Ukraine. Paul is also the President and co-founder of DigiSphere, a contract software engineering firm with headquarters in Portland, Oregon and L'viv, Ukraine.

Paul was educated in the Beaverton School District, and graduated from Beaverton High School. He has earned a BA Degree in Physics from Reed College, an MS Degree in Engineering from Brown University and an MBA from the Yale School of Management. He has also taken courses at Portland State University, the Oregon Graduate Institute, Portland Community College, Harvard University, and the Yale School of Law, where he studied legislation and the legislative process.

### Government and Non-Profit Experience

- Oregon Department of Energy: Developed mobile web application on iPad and Android tablets for "Cool Schools" school audit initiative, to help energy auditors rapidly input data about existing infrastructure
- Oregon Employment Division, Idaho Department of Labor: Supervised design, development, implementation, and post-implementation support of statewide systems for automated unemployment claim submission by telephone
- Fair Dismissal Appeals Board: Appointed by Governor of Oregon to board responsible for hearing appeals of school board dismissals filed by permanent teachers
- Oregon Commission on Autism Spectrum Disorder: served as volunteer management advisor to leadership team, helping design committee structures and operating practices. Served as member of Role of Insurance committee, developed recommendations supporting improved insurance coverage for autism spectrum disorder
- Dzherelo, rehabilitation center and school for severely disabled children in Ukraine: Initiated and led organizational improvements to streamline the organizational structure, improve fund raising strategy and processes, create a professional Development Office, and engage families of students / patients in the center's operation and management
- Portland / L'viv, Ukraine Sister City Steering Committee: Founding member of citizen committee to establish Sister City relationship. Organized visit by senior officials from L'viv, Ukraine city and provincial government, and business executives, to Portland, Oregon to learn about Portland's innovations and leadership in green technology and sustainable development, and to meet with community leaders and businesses. The City of L'viv has extended a formal request to the City of Portland for Sister City status
- International Elections Monitor, Ukraine: Served as an official elections monitor in Ukraine during "Orange Revolution" in 2004; inspected polling stations in 10 precincts, including both urban and rural areas, along with a prison, a hospital, and a military base
- The Provincial Government of British Columbia: Conducted strategic cluster analysis for three industries in British Columbia: Electronic Components, Specialty Semiconductors, and Fuel Cells
- Washington and Minnesota Departments of Revenue: Supervised engineering, implementation, and support of computerized systems for automated "Tele-Tax" advice and telephone filing of simple tax returns

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### Biotechnology and Healthcare Industry Experience

- *\$80 billion medical products and pharmaceuticals distributor:* Paul helped the client develop a new business unit to deliver new, customer need-driven supply solutions that integrated offerings from multiple existing business units. Paul also designed a change management process and accompanying training materials to assist the client's customers in adopting the new solutions
- *Global healthcare products manufacturer:* Paul designed the phase gate review and governance processes for information systems projects. Paul also guided the client team through the piloting and implementation of its own system development life-cycle process
- *Top global biotechnology company:* Paul served as an interim Program Manager to lead the validation of a computerized learning management system. Paul brought the project back on schedule while ensuring thorough validation of the new system in compliance with 21 CFR part 11
- *Top global biotechnology company:* Paul analyzed processes used to balance supply of human resources with demand for hundreds of simultaneous clinical trials and pharmaceutical development projects. Paul also designed critical structural improvements to help the company improve efficiency and reduce time to market for important new medicines
- *Leading maker of biotechnology analysis equipment:* Paul designed key improvements in the processes for management of new technology development and project team leadership structures
- *Small biotechnology company:* Paul helped to design and implement changes in the program management structure for a project to develop a drug-device combination, establish manufacturing operations, and secure FDA approval. After leading several cross-functional, cross-enterprise teams through a critical project recovery workshop that he designed, Paul then guided the supply chain management team through the supplier audit and verification process. The product has been granted FDA approval and is now on the market
- *Small biotechnology company:* Paul developed a Joint Services Agreement (JSA) between the client, a major pharmaceutical company, and their two contract manufacturers. He guided a cross-enterprise team representing all four parties through definition of organizational responsibilities, team structures, performance metrics, and process flow-charts for material and information flow
- *Small medical device company:* Paul developed a business plan to facilitate the company's search for funding from investors and venture capitalists; successfully obtained initial "angel" funding

### Higher Education Experience

- *Leading North American proprietary education institution:* Paul's team managed the selection and implementation of a major new student management computer system and associated business processes, and planned the roll-out for all 130 national campuses. Paul designed and piloted the training program to educate administrative staff on use of the new system, and served as interim training manager; he recruited and trained the permanent Director and technical trainers. The team's work was awarded a "2008 CIO 100" award as one of the world's best IT projects
- *Ukrainian Catholic University, the first private, liberal-arts university in Ukraine; first Catholic University in former Soviet Union:* Paul held a faculty appointment as a Visiting Professor. He helped launch the Institute of Non-Profit Management – a "business" school for aspiring managers of non-profit organizations in Ukraine; designed curriculum, recruited teaching staff. He led groups of students on visits to Ukrainian non-profit organizations to interview top management about key operational and strategic issues; facilitated follow-up discussions after visits. Paul also designed and implemented an employee evaluation system for the University, and conducted training session for the senior management team (Rector, Vice Rectors, Directors)
- *Reed College Nuclear Reactor Facility:* Recruited by President of Reed College to lead recovery efforts after radioactive fuel leak forced emergency shutdown; designed and implemented recovery plan 5 months ahead of schedule. Continued to serve as Associate Director; managed facility operations, conduct of scientific experiments; supervised staff of student operators; organized and led numerous hands-on laboratory experiences for local high school students

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### High Technology Industry Experience

- Leading semiconductor equipment manufacturer: Analyzed spare parts inventory management practices, identified and prioritized opportunities to reduce excess inventory and improve order fulfillment rates, freeing capital for other projects
- \$100 billion Korean consumer electronics company: Designed new corporate-standard product development process for implementation with a Product Lifecycle Management (PLM) computer system. Process to be used by all divisions, with products ranging from memory chips to cellular telephones to home appliances. Incorporated significant management reforms, such as delegating authority for strategic projects to cross-functional teams, empowering staff to innovate and drive business success
- Top business-to-business eCommerce company: Paul conducted a comprehensive operational review of the entire company. Analysis of operating practices led to significant improvements in portal operations, software and service development processes, channel strategy, and customer service. Paul went on to drive product improvements to remedy immediate product shortcomings and address operational issues at the same company
- Major international cellular communications carrier: Paul served as an interim Project Manager, leading a cross-functional, cross-enterprise team in the development and implementation of a new technology for advance payment of cellular telephone charges
- \$80 Billion Japanese consumer electronics manufacturer: Paul designed a product development process benchmarking program. He worked with the client to create a customized set of metrics and questionnaires that could be applied to the company's 100+ divisions
- Prominent electronics test and measurement equipment manufacture: Paul analyzed human resource management processes, led immediate-term restructuring of assignments to over 100 simultaneous development projects, and advised on development of long-term process improvements. Paul also designed processes and tools for ongoing resource supply / demand balancing, which DigiSphere helped to implement
- Leading Japanese maker of UNIX servers: Paul helped the company to implement the Product And Cycle-time Excellence® (PACE®) framework for new product development. Paul facilitated a Process Design Team to create detailed, structured process guidelines, design the Core Team structure, and establish the Phase Review process
- Rapidly growing optical networking equipment manufacturer: Paul developed and implemented product development process improvements. Paul worked with managers from all functional areas to develop detailed process guidelines and templates
- Wygant Scientific, a Portland-based Computer-telephony engineering firm: Directed Engineering, Customer Service, and Production work groups; served on company Executive Board, responsible for managing all aspects of business. Recruited, evaluated and supervised all technical personnel. Designed, developed, and coded software applications for computer telephony integration