James T. Karam 9315 Southern Belle Drive Weeki Wachee, FL 34613 (352) 592-5291 jim@karam.com

Cubic Transportation Systems, San Diego, CA, 2002-2006

Sr. Vice President, Engineering & Program Management

Extending the dominant supplier of large customized automated fare collection systems to a totally refreshed product line supporting several large tailored systems simultaneous with configurable offerings for small and mid-markets.

Cybersensor, Inc, Madison, TN, 2000-2002

Vice President, Operations

Startup providing remote monitoring and control using multiple satellite and terrestrial wireless networks Patented system architecture allows users to view sensor readings, set alarms, report by exception,

reconfigure parameters, etc...by just using their internet web browser. Product applications include metering, pipeline compressor monitoring, tank farm management

Trex Medical Corp, Danbury, CT, 2000

General Management & Systems Engineering Consultant

Restructured and managed primary new product development of full field digital mammography system Revised all R&D procedures & managed technical and documentation clean-up for FDA audit

Lunar Corporation, Madison, WI, 1997-1999

 Vice President, Operations (R&D, Production, Customer Support; 180 staff, approx \$48M annually)
Cradle to grave responsibility for all product related activities for the premier bone densitometry manufacturer Refreshed product line with substantially improved R&D schedule and budget compliance Also re-designed cash-cow product for 20% cost reduction while improving reliability Established metric-based programs for continuous quality improvement in all departments Reduced installation defects by a factor of four in less than four months
New processes/practices enabled ERP usage to pro-actively manage rather than reactively document Improved responsiveness and substantially reduced inventories by eliminating myriad "full in-boxes" Service inventories cut by 55%; median critical software bug age reduced from years to weeks Migrated Customer support from reactive folklore to systematic, documented training and diagnostics

Sony Corporation of America, Business & Professional Products Group, San Jose, CA, 1992-1997 Vice President, Systems Engineering Center (approx \$15M annually)

Development of software-intensive products mainly integrating sophisticated Sony hardware into systems CineNET provides format-independent digital acquisition, archive, and viewing for cardiologists DIREC**TV**'s Broadcast Control Subsystem controls Hughes's \$50M 150 channel ground station New generation of non-linear Video Servers flexibly automates multi-channel transmission Extremely distributed, scalable, fault tolerant application based on PC's, C++, NT, and SQL

Hughes Missile Systems Co. (nee General Dynamics Convair Division), San Diego, CA, 1992 Vice President, Program Development

Development and production of Unmanned Strike Systems, e.g., Tomahawk & Advanced Cruise Missiles Functionally responsible for Marketing, Strategic Planning, & related services (Photo, TV, Art & Ed, Repro) Programmatically responsible for all pre-EMD efforts (\$35M Contract R&D, \$13M discretionary funds)

Major refocus from "technology for performance" to "processes and practices for lowest cost"

J. T. Karam

United Technologies Corporation Advanced Systems Division, San Diego, CA, 1987-1991 Vice President, San Diego Operations (1990-1991)

Entrepreneurial 1983 start-up focusing this \$20B corporation's technologies on tactical smart weapons Responsible for all line functions (Program Mgt., Business Ops, Production Readiness, Engineering) Full P&L for San Diego's approx. \$20M annual sales and \$5M discretionary investment in IR&D et al *Vice President, Research and Engineering* (1987-89)

Extensively redefined technical approach to salvage division's major submunition dispenser program Reduced departmental overhead expenses by 30% while providing more effective computing resources

Philips Medical Systems, Inc., Shelton, CT, 1984-1987

Director of Engineering (approx. \$10M annually)

Transitioned from sustaining analog product to locally developed, advanced digital image processing Video-rate digital disk and high-resolution viewing add-on to Digital Subtraction Angiography (DSA) Multi-processor Computed Radiography system enabling migration to all-digital radiology dept's Technically structured and oversaw new strategic alliances with innovative specialists Advanced radiology viewing stations (Pixar, Cemax, Island Graphics) and PACS (AT&T, Raytel)

General Dynamics Convair Division, San Diego, CA, 1978-1983

Director -- All-Up-Round Systems Engineering & Integration Agent (1983)

Structured and led new entity to fill management void in Tomahawk Cruise Missile program Solely responsible and technical direction for design baselines of 44 contractors for all Tomahawk variants *Director -- Medium Range Air-to-Surface Missile* (1980-1982) Joint Service, reduced cost, non-nuclear submunition version of the Tomahawk Cruise Missile Grew from 8 people in a trailer to 600+ executing \$100M Full Scale Development (FSD) late '81 contract *Director -- Systems Engineering* (1979) (400+ staff in 14 departments) Systems development dept's developed functional, design, and verification requirements Analytic dept's conducted analyses & trade studies (dynamics/flight sciences) Functionally supported all cruise missile, DC-10, and Atlas/Centaur space programs *Manager -- Systems Development* (1978-1979) (180+ in 4 departments)

United States Air Force, R&D Officer, 1964-1978

Program Manager, Defense Advanced Research Projects Agency (DARPA), Rosslyn, VA (1975-1978)
Conceived & executed 3 major advanced cruise missile technology thrusts (approx. \$15M annually)
"Zero-CEP" guidance incorporated active & passive sensors with sophisticated image processing Compound rotary and reciprocating concepts for reduced fuel consumption, small propulsion More survivable airframes used shaping and new materials, i.e., the beginnings of "stealth"
Associate Professor, Air Force Institute of Technology, Wright-Patterson AFB, OH (1972-1974)
Developed & taught graduate courses in instrumentation, numerical methods, fluid mechanics, and aero Development Engineer, AFPRO, Lockheed Missiles & Space Co., Sunnyvale, CA (1966-1970)
In-plant technical representative on several military (Secretary of the AF Special Programs) satellites
In-depth involvement with finance, accounting, legal, contracts, and other business considerations

EDUCATION:	Ph.D. (specialty in Automatic Control), Purdue Univ., 1972
	M.S.Aero.Eng. (with Distinction), AF Inst. of Tech., 1966
	B.S.Mech.Eng. (with High Honors), Univ. of Arkansas, 1964
HONORS:	Tau Beta Pi, Pi Tau Sigma, Pi Mu Epsilon honorary societies; Registered Prof Engineer
	Five USAF Meritorious Achievement/Commendation Medals
	Ten refereed Journal articles; Reviewer for Applied Mechanics Review and ASME
	Lieuted to nonorary Arkansas Academy of Mechanical Lingineering