

Professional Work Experience

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Areas of Professional Practice

Organizational Development, Strategic Planning, Training and Employee Development,
Human Resources Management, Leadership and Management Development, and
Executive Compensation

Dissertation: An Empirical Investigation of the Relationship Between CEO
Compensation and Firm Profitability Within the Cable Television Industry

Roles, Responsibilities and Specific Achievements

- **Associate Clinical Professor**

Institute for Leadership and Organizational Performance (ILOP)
University of Denver
Daniels College of Business
2004 to Present

Designs, develops and delivers course materials to support the presentation of educational programs and courses of study at the undergraduate, graduate (MBA), and executive MBA levels (EMBA). Also designs, develops and delivers custom corporate programs to support the professional development of senior organizational leadership.

Responsibilities/Achievements:

Develops and presents course materials at both the undergraduate and graduate levels at the Daniels College of Business. This includes the design and development of learning objectives, instructional methods and assessment tools necessary to ensure quality of instruction and desired learning objectives are realized. Also supports the design and delivery of corporate custom programs for ILOP's Business Development group. These programs are designed to improve organizational performance through the delivery of learning experiences that enhance the effectiveness of the organization's senior leadership. Currently serving as a member of the Graduate Programs Committee and the Learning Enhancement Committee. In addition, I serve as lead faculty for the development of a new MBA degree program (The Professional MBA) for the College.

- **Director of Recruitment, Training, and Employee Development**
Starz Entertainment, LLC
2003-2004

Led the firm's recruitment and training functions and managed the effective implementation and compliance with the organization's employment policies and equal employment opportunity (EEO) programs.

Responsibilities/Achievements:

Took a paper intensive recruitment and hiring process and eliminated redundancies in those processes and reduced time-to-hire from an average of 45 days to less than 30 for all job groups. Developed and delivered customer service training programs, supervisory skills and management development programs for account representatives, department supervisors and operational line management. Developed and launched an enterprise-wide employee newsletter.

- **Senior Consultant**
McKenzie Scott Partners
2002 – 2003

As a senior consultant, with McKenzie Scott Partners provided career counseling, coaching and job placement services for management and executive level clients of the firm.

Responsibilities/Achievements:

Delivered career counseling, coaching and job placement services for management and executive level clients of the firm. These responsibilities included writing senior executive biographies, career summaries, and the development and management of job search plans. These efforts led to the successful placement of 15 clients within a 3 month time-period. Assisted in the development and successful launch of a web-based client services account management system. Promoted to the position of senior consultant within four months of hire.

- **Executive Director of Human Resources and Employee Development**
Broadband Services, Inc. (BSI)
2000 – 2002

Led the human resources and employee training and development functions of the firm.

Responsibilities/Achievements:

Supported the successful launch of a new business startup through the development and implementation of the firm's recruitment, training and employee development programs.

These programs supported the hiring and training of service technicians, installers and customer service representatives for the direct broadcast satellite (DBS) division of the company. During the first year of operations, over 400 customer service personnel were successfully recruited, hired and trained to deliver DBS services. Successfully designed, developed and implemented all of the organization's employment policies and programs from the ground up. This included the employee handbook, the new hire orientation program, drug free workplace policy, preemployment background check procedures, performance management programs, job descriptions, and employee benefit programs.

In addition, developed a merger and acquisitions (M&A) due diligence process to ensure all M&A activities specific to the human resources function were effectively addressed. During an 18 month period, successfully integrated the employment policies, compensation plans and employee benefit programs for two major acquisitions. Also, successfully implemented a human resources information system (HRIS) to automate the storage, retrieval and maintenance of employee personnel records and related documents.

- **Senior Vice President of Training and Employee Development**

AT&T Broadband and Internet Services

1997 – 2000

As senior vice president of training and employee development for AT&T Broadband provided leadership for the enterprise-wide training organization. Responsibilities included the effective management of the 20 million dollar operating budget for the training function, and the effective development and implementation of training programs designed to support the achievement of the Company's strategic business objectives. These programs included but were not limited to customer service and sales training, supervisory and management development training, and field technical operations training.

Responsibilities/ Achievements:

Established the first formalized training function within the Company and created a formal budgeting process to support the effective management of the financial and non-financial assets of the training organization. Implemented an instructional systems design methodology to support the standardized development of all training programs. Developed all training programs (in-house) to support the launch and successful deployment of Digital Cable, @Home Internet services, and cable-based telephony services. These training programs supported the sales, technical service, and customer service operations of the Company.

Designed and implemented a trainer evaluation and certification program to ensure the maintenance of trainer proficiency and the successful achievement of desired learning outcomes. Developed the Company's first performance management program (PMP). The PMP supported the accurate assessment of employee performance and the delivery of results-based feedback for customer service representatives, installation and service technicians and their respective supervisors and managers.

In addition, developed and launched a career development plan titled *Step-up*. The plan was designed to accelerate the technical proficiency of installers and service technicians to enable their rapid advancement to higher levels of responsibility. Coordinated the design and development of a comprehensive training program to support Y2K readiness efforts across all 450 operating locations. Launched the Company's first web-based, college level, management development program in partnership with Jones International University.

- **Vice President of Cable Operations – ETC w/tci**
Tele-Communications, Inc. (TCI)
1996 – 1997

As the vice president of cable operations for ETC w/tci (a wholly owned subsidiary of Tele-Communications, Inc.), managed ETC's business partnerships with industry cable operators. Responsibilities included the negotiation of partnership agreements with other cable operators for the sublease of their broadband cable networks. These broadband networks were used to provide wide area network (WAN) connectivity for public and private educational institutions located within each cable operator's service area.

Additionally, managed the Company's philanthropic support of public education through an industry-wide initiative called "Cable in the Classroom." Through this program, the Company provided educationally-based cable programming; computers, educational software applications, Internet access and staff development training to enhance teacher effectiveness in the classroom.

Responsibilities/Achievements:

Developed a completely new operating unit within this startup venture. Wrote the business plan for the cable operations branch, staffed the unit and assisted in writing an education technology grant for the Los Angeles County Office of Education (LACOE). The grant was written to support the planned construction of a county-wide broadband WAN to connect all public schools located within the Los Angeles County School District. In addition, managed the allocation of funds associated with an education technology grant used to fund staff development training for K-12 teachers for school districts located within the Company's geographic service areas.

- **Vice President of Employee Relations and Development**
Tele-Communications, Inc. (TCI)
1994 - 1996

As vice president of employee relations and development for TCI, I led and managed the Company's compliance with all labor and employment policies, practices and programs to include compliance with applicable state and federal EEO laws and regulations for the firm's 450 operating locations.

Responsibilities/Achievements:

Developed and published the Company's first employment practices guide (The Guide). The Guide established comprehensive procedures for the effective recruitment, hiring and performance management of TCI's 25,000 employees. Additionally, developed and implemented the first comprehensive company-wide preemployment background check and drug-screening process.

Co-authored a customer service quality initiative (The Customer 1st Program). This program was designed to improve the quality of service delivered by the Company's customer service representatives and its installation and service technicians. Following the successful launch of the program, significant quality improvements were realized. Ninety percent of the Company's field offices satisfied the customer service standards established by the Cable Communications Policy Act and the National Cable Television Association (NCTA).

In addition, successfully reduced the number of employment-based charges of discrimination from a company-wide average of over 180 charges per year to less than 20. Completed a comprehensive revision of the Employee Handbook and implemented a new code of conduct policy manual. Effectively managed all employment related matters associated with the acquisition of the cable TV assets of TeleCable and Viacom Corporations.

Developed and successfully implemented an affirmative action program (AAP) for corporate headquarters and all field office locations. Additionally, advanced the Company's diversity initiative through the creation of a partnership agreement with the Walter Kaitz Foundation. The agreement resulted in the successful recruitment and hiring of 14 minority and/or female management candidates. This was the most effective single-year result achieved by the Company throughout the history of its diversity recruitment and hiring programs.

- **Chief of Staff for Operations and Employee Relations and Development**
TCI Southeast, Inc.
1988 – 1994

Provided leadership for the division headquarters management staff. The staff functions supervised included; franchising, advertising sales, purchasing, commercial sales, and new business development. Also managed the Division's government affairs and employee relations and development activities.

Responsibilities/Achievements:

Led the division's efforts to negotiate and implement the Must Carry and Retransmission Consent program carriage provisions of the 1992 Cable Communications Act with broadcast TV stations located within the Division's eight-state operating area. Successfully negotiated program carriage agreements with each TV station to ensure the

division complied with the regulatory requirements of the 1992 Act. In addition, developed regional training centers (brick and mortar) to support the centralization and standardization of filed technical training activities across the Division. Served as the Division's Washington D.C. lobbyist for matters concerning legislation that related to federal government's regulatory control of the industry.

The success achieved in the performance of these varied responsibilities was recognized by promotion to the position of corporate vice president of employee relations and development and relocation to the Company's corporate headquarters in Denver, Colorado.

- **Vice President of Human Resources**
Storer Cable Communications, Inc. (SCI)
1985 – 1988

As vice president of human resources for Storer Cable Communications, Inc., Led the human resource organization for what was then the fourth largest cable operator in the Nation. Other responsibilities included regional director of training and development for the Southeast Region. In this role, I led the Region's training function and the implementation of its customer service and sales training programs.

Responsibilities/Achievements:

Successfully managed all employment matters associated with the Company's acquisition by Comcast Cable, Knight Ridder, and Tele-Communications, Inc. Also developed and implemented a comprehensive set of recruitment, hiring and employment policies and programs designed to ensure the Company complied with industry specific EEO requirements established by the passage of the 1984 Cable Communications Policy Act. Following Storer's acquisition, joined the management team of Tele-Communications, Inc. at its southeast division headquarters.

Professional Education

- Doctor of Management (D.M.), University of Phoenix
- Education Specialist, Troy State University
- Master of Business Administration (MBA), University of North Dakota
- Bachelor of Science, Business Administration (BS, BA), Louisiana Tech University

Other Professional Work Experience

- **Captain, United States Air Force**

Responsibilities/Achievements:

Among other duties and responsibilities, served as a faculty member with Squadron Officers School (SOS) at Air University. Air University is the U.S. Air Force professional military education center which provides post-graduate education for Air Force officers. While serving as a faculty member with SOS, subjects taught included Soviet tactical air warfare systems, principles of leadership and management, communications skills (writing, speaking, and listening), problem solving, and strategic planning. Additionally, served as a member of the Secretary of the Air Force National Security Briefing Team (NSBT). Responsibilities at NSBT included the delivery of formal presentations to public audiences on behalf of the Department of the Air Force. These presentations provided unclassified information on the strategic nuclear capabilities of the United States, the Peoples Republic of China, and the Soviet Union.

Also served as an instructor with the Ballistic Missile Staff Course of the 4315th Combat Crew Training Squadron. Presentations were delivered to members of the scientific and intelligence communities which included classified briefings on the strategic nuclear capabilities of the United States, Soviet Union, Peoples Republic of China, and U.S. manned space systems to include Apollo and the U.S. Space Transportation System (the Space Shuttle).

Professional Military Education and Training

- Air Command and Staff College – Air University
- Squadron Officers School – Air University
- Officer Training School – Air Training Command
- Academic Instructor School – Academic Instructor and Allied Officers School