

## Curriculum Vitae - Patrick S. Noonan

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### Academic Positions

- 2018- **DUKE UNIVERSITY, FUQUA SCHOOL OF BUSINESS**  
**Visiting Professor**  
Teaching in the Executive MBA Programs (Weekend & Global formats) and the Master of Management Studies Program (MMS) at Duke-Kunshan University, China
- 2018- **EMORY UNIVERSITY, GOIZUETA BUSINESS SCHOOL (GBS)**  
**Professor Emeritus in the Practice of Info. Systems & Operations Management**  
2012-2018 **Professor in the Practice of Decision & Information Analysis**  
1997-2012 **Associate Professor in the Practice of Decision & Information Analysis**  
1993-1997 **Assistant Professor of Decision & Information Analysis**  
Research, teaching & course development in decision analysis, probability & statistics; game theory, negotiation & other multi-party decisions; optimization, risk analysis & other modeling methodologies; problem-solving skills & analytical strategies
- 2012-2015 **Associate Dean for Management Practice Initiatives**  
Developed and led school-wide programs to improve connection between classroom and field, and between theory and practice. Created curricula and pedagogies for integrating problem-solving, project and team management, and persuasive communication into course work across the Emory portfolio of MBA programs.
- 1996-2000 **Assistant Dean & Director of MBA Programs**  
Overall academic and operational responsibility for multiple MBA programs; creation and launch of MBA Program Office and management of MBAPO staff; implementation of new curriculum; development of internal quality programs & planning processes
- 1992-1993 **HARVARD BUSINESS SCHOOL**  
**Lecturer in Business Administration**  
Taught two sections of Managerial Economics, first-year MBA course.

### Education

- 1989-1992 **HARVARD UNIVERSITY** Cambridge, Mass.  
PhD, Decision Sciences  
Dissertation: "Decision Analysis of Single-Period Stocking Problems with Consumer-Driven Substitution." Committee: John Pratt, Howard Raiffa, Arthur Schleifer, Jr. (Chair)
- 1988-1989 **HARVARD UNIVERSITY** Cambridge, Mass.  
SM, Engineering Science
- 1982-1984 **YALE SCHOOL OF MANAGEMENT** New Haven, Conn.  
MBA, Public & Private Management  
Teaching Asst. for: Economic Analysis; Competitive Strategies; Management with a PC.  
Tutor for: Data Analysis & Statistics
- 1973-1977 **YALE COLLEGE** New Haven, Conn.  
BS, Engineering & Applied Science, *magna cum laude*, distinction in major;  
Tau Beta Pi Association (National Engineering Honor Society).

### ***Honors & Awards***

- INFORMS Prize for Teaching the Practice of OR/MS, 2019
- Distinguished Educator awards, GBS
  - Evening MBA Program 2014, 2013, 2012, 2010, 2009, 2008, 2007, 2004
  - Fulltime MBA Program 2008, 2005, 2002, 2000, 1995
- Fulbright Senior Specialist grant, May 2005; visitor at Universidad ORT, Montevideo, Uruguay
- Leadership Atlanta, Class of 2004
- Outstanding faculty member, *Business Week*'s biennial Guide to the Best Business Schools; 2003 edition; 2001 ed.; 1999 ed.; 1997 ed.
- "Last Lecture" award, GBS; 2002, 2001, 2000, 1998, 1997 & (inaugural year) 1996.
- Marc F. Adler Prize for Excellence in Teaching, GBS; 2001.
- Donald R. Keough Award for Excellence in Service, GBS; 1999.
- "Great Teachers Lecture Series," Emory University; March, 1998.

### ***Portfolio of Recent Courses & Workshops***

- Structured Problem Solving (MBA, EvMBA & MEMBA Core)
- Decision & Information Analysis (MBA Core)
- Strategic Decision Analysis (MBA & EvMBA Elective)
- Decision Modeling (MBA & EvMBA Elective)
- Teaching & Learning: Active Learning in the MBA Classroom (wkshp. for new students & faculty)
- Excel: The Consulting Project Toolkit (BBA, MBA and Exec Ed workshop)

### ***Books & Manuscripts in Development***

- Decision & Information Analysis: The Foundations of Analytics, complete; in revision
- Efficient Excel, video training series, consumer-ready summer 2016
- Don't Smash the Watermelon, w/ Lynne G. Segall, projected 2020
- Strategic Decision Analysis, early development
- The Excel Course Companion, early development

### ***Representative Executive Education & Consulting Clients***

Microsoft Corporation	INFORMS
News International plc	Dow Chemical
New York Daily News	Wawa
Accenture LLP	CDC (Centers for Disease Control & Prevention)
Slalom Consulting LLC	Bristol-MyersSquibb/Mead Johnson Nutritionals
Bertelsmann AG	Merrill Lynch
Cox Communications	Goldman Sachs
Network Solutions Inc.	SmithKline
Lockheed Martin	Sea-Land/CSX
Alcon	Institute for International Education
Sandia National Laboratories	Greenpeace USA
Central Bank of Nigeria	3S Venture Alliance (Kuwait)

### ***Representative Teaching Cases Written***

A Battle of Wits (2002)	CyberCard (1996)
Agincourt (A - C) (2001)	Gyr Falcon Ventures (2013)
AuthenTech Parts (2015)	Hannah San Telmo (2007)
Baltic Pigments (2002)	Marco Polo Publishing (2017)
Bistro-to-Go (A - B) (1995)	Sanders Stores (2001)
Bryce Power Systems (1994)	SeaWatch (A - D) (1995, 2002)
Building the Fleet: the Super-Jumbo A380 (w/ David Wessels, 2003)	Spatial Pricing Revisited: (2005)
	Sonica – Flight Components Division (2003)

### ***Selected Other Publications***

- Keisler, J.M., Noonan P.S. (2012) “Communicating Analytic Results: A Tutorial for Decision Consultants,” *Decision Analysis* **9:3**, September 2012, 274-292.
- Noonan, P.S. (2012). “Everything You Know is Wrong,” *OR/MS Today*, Feb. 2012
- Noonan, P.S. (2010). “Spreadsheets in B-Schools. What’s a Guru to Do? part 2,” *OR/MS Today*, Feb. 2010.
- Noonan, P.S. (2009). “Spreadsheets in B-Schools. What’s a Guru to Do? part 1,” *OR/MS Today*, Dec. 2009.
- Noonan, P.S. (2007). “Building, Operating a Hybrid Course,” *OR/MS Today*, Oct. 2007.
- Noonan, P.S. (2007). “Designing, Selling a Hybrid Course,” *OR/MS Today*, Aug. 2007.
- Noonan, P.S. (2007). “Your Next Teaching Vehicle may be a Hybrid,” *OR/MS Today*, June 2007.
- Noonan, P.S. (1997). “Are We on the Same Wavelength? Measures of ‘Concord’ for Verbal Expressions of Uncertainty,” *Proc. of the Decision Analysis Society Cluster*, INFORMS San Diego, April 1997.
- Noonan, P.S. & M.S. Tenaglia (1997). “How Information Technology Helps Scenarios,” in *Learning from the Future: Competitive Foresight Scenarios*, L. Fahey & R. Randall, eds.; Wiley, New York.
- Noonan, P.S. (1996). “Them vs. Me vs. Us,” *Journal of Marketing*, April 1996.
- Tenaglia, M.S. & P.S. Noonan (1992). “Scenario-based Strategic Planning: A Process for Building Top Management Consensus,” *Planning Review* **20:2**, March/April.

### ***Illustrative Presentations & Conference Participation***

- “What’s Past is Prologue: Lessons from Howard Raiffa’s Pioneering Multimedia Courses,” invited session, INFORMS San Francisco, Nov. ’14.
- “Flipping through the Field: Guiding Real-World Projects,” invited session, INFORMS SF, Nov. ’14.
- “Active Learning: In the Case Classroom and In the Field,” invited session, *Teaching Effectiveness Colloquium*, INFORMS San Francisco, Nov. ’14.
- Chair, *Teaching Effectiveness Colloquium*, INFORMS, Minneapolis, Oct. ’13.
- “Motivating and Framing ‘Analytics’: A Fusion of Decision and Information Analysis,” invited session, INFORMS Minneapolis, Oct. ’13
- Chair, *Teaching Effectiveness Colloquium*, INFORMS Phoenix, Oct. ’12.
- “Communicating Decision Analytic Results to Dec. Makers,” invited session, INFORMS Phoenix, Oct. ’12
- “Problem-Driven Communication: Best Practices from the Consulting Profession,” invited session, INFORMS Phoenix, Oct. ’12
- “Framing Problems,” invited guest lecturer, *Soft Skills Workshop*, INFORMS Conf. on Business Analytics and Operations Research, Huntington Beach CA, April ’12.
- “Experiential Learning: ‘Management Practice’ in Emory’s Evening MBA Program,” invited speaker, *Redesigning the MBA: A Curriculum Development Symposium*, AACSB, Tampa FL, Mar. ’12.
- “Solving the Right Problem: Best Practices for Framing and Scoping a Project,” invited session, *Soft Skills for Analysts track*, INFORMS Conf. on Analytics and Operations Research, Chicago, April ’11.

- “Project Courses: Adopting Best Practices from the Consulting Profession,” invited session, *International Teaching Effectiveness Colloquium*, ALIO-INFORMS Joint Intl. Meeting, Buenos Aires, June ‘10.
- “Introduction to Decision Analysis: Frameworks & Tools for Modeling Preferences & Risks,” *Prevention Effectiveness Fellowship Program*, Centers for Disease Control & Prevention (CDC), Oct. ‘09.
- “Spreadsheets & the B-School Bookshelf,” invited session, INFORMS Washington DC, Oct. ‘08.
- “The future of spreadsheet modeling,” with J. Keisler, invited session, INFORMS Washington, Oct. ‘08.
- “Problem Solving: From Issues to Action,” *Public Health Apprenticeship Program*, Centers for Disease Control & Prevention (CDC), March ‘08.
- “Decision & Information Analysis: A Conversation about Risk, Objectives and the Limits of Intuition,” *Pediatric Executive Program (PEP) Society*, Emory University, Atlanta, Oct. ‘07.
- “Fixing Projects when Time & Budget Go Haywire: Decision Traps and Solutions from Current Research,” w/ Bendoly, E. & Thomas, D., *PMI Global Congress*, Project Mgmt. Institute, Atlanta, Oct. ‘07.
- “Managing the Case Classroom,” invited session, *INFORMS Annual Workshop on Teaching Management Science*, Atlanta, July ‘07.
- “Strategic Decision Making: Game Theory vs. Business Reality,” Beta Gamma Sigma, Atlanta, April ‘07.
- “Managing the Case Classroom,” invited session, *INFORMS Annual Workshop on Teaching Management Science*, San Francisco, July ‘06.
- “Worst to First: Successful Strategies & Tactics for Teaching MBAs about Decision Analysis,” invited session, INFORMS Denver, Oct. ‘04.
- “Developing a Teaching Persona,” Emory Univ. Advisory Council on Teaching (UACT), Jan. ‘03.
- Cluster Chair and Organizer, Decision Analysis Society of INFORMS, Seattle, Oct. ‘98.
- Cluster Chair and Organizer, INFORMS Forum on Education, Seattle, Oct. ‘98.
- “The Individual Consumer in the Electronic Marketplace,” *Center for Relationship Marketing Research Conference*, Emory University, Atlanta, June ‘98.
- “Modeling Strategically,” invited session, INFORMS Montreal, April ‘98
- “Education Tutorial: Case Teaching 101,” invited session, INFORMS Montreal, April ‘98
- “Whither Humanity? The Individual in the Electronic Marketplace,” *Great Teachers Lecture Series*, Emory University, March ‘98.
- “Managing the Value Chain,” *Annual Meeting*, Fibre Box Association, Atlanta, May ‘97.
- “Are We on the Same Wavelength? Measures of ‘Concord’ for Verbal Expressions of Uncertainty,” invited session, INFORMS San Diego, April ‘97.
- “OR/MS in Business Educ’n.: Out of the Ashes?” invited session, INFORMS San Diego, April ‘97.
- “The Strategic and Operational Value of Substitution,” INFORMS Atlanta, Oct. ‘96.

“Different Strokes for Different Folks: Alternative Visions of OR/MS in Management Education,” invited session, INFORMS Atlanta, Oct. ‘96.

“Call My Agent! Technologies Transform the Media & Entertainment Industries,” Goizueta Business School Breakfast Series, Sept. ‘95.

“Aesthetic Agents,” invited session, INFORMS Los Angeles, April ‘95.

“Public Programs and Processes,” Cluster Chair and Organizer, INFORMS Los Angeles, April ‘95.

“Comments on ‘Social Mismanagement of Risk’ by Joanne Linnerooth-Bayer,” invited speaker, *Games, Decisions and Negotiations – A Conf. in Honor of Howard Raiffa*, Harvard Bus. School, Oct. ‘94.

“Re-engineering the Planning Process: New Tools for Strategic Decision Making,” Emory Business School Breakfast Series, Nov. ‘93.

“The Value of Information in Consumer Substitution Models,” ORSA/TIMS San Francisco, Nov. ‘92.

“OR/MS in Politics,” Cluster Chair and Organizer, ORSA/TIMS San Francisco, Nov. ‘92.

“Decision Analysis of Interdependent Single-Period Stocking Problems,” invited session, ORSA/TIMS Anaheim, Nov. ‘91.

“A Forecasting Desiderata for the Multivariate Stocking Problem,” invited session, *The Eleventh International Symposium on Forecasting* (International Institute of Forecasters), NYC, June ‘91.

“Multivariate Newsboys: 10,000 News-kids on the Block,” ORSA/TIMS Nashville, May ‘91.

### ***Primary Research Interests***

- Reimagining & transforming business education
- Improving executive planning & decision processes through prescriptive decision analysis approaches and new classes of analytics tools.
- Improving inter-party communication about risks and uncertainties.
- Implications of neuroscience on judgment, decision making, communication, teaching/learning.
- Enhancing public decision processes & policies (e.g. environmental issues, voting schemes, risk assessment) using principles of decision analysis.
- Modeling production, distribution, and consumer choice in the media & entertainment sectors, in context of new electronic commerce infrastructures and agent technologies.

### ***Other Academic Activities***

#### Visiting & Guest Appointments

- Duke University, Fuqua School of Business; Visiting/Adjunct Professor 2010-2012, 2014-2017
- Universidad ORT, Montevideo, Uruguay; 2007-2019, Distinguished Visiting Faculty; also 2005 as Fulbright Senior Specialist
- Universidad ESAN, Lima, Peru; 2011
- Aalto University School of Economics, Helsinki, Finland (formerly the Helsinki School of Economics & Business Administration; 2001, 2002
- Economics Institute, University of Colorado, Boulder; 1998-2002

#### Emory University

- University Librarian Search Committee, 2013
- Associated Faculty, Emory Center for Ethics, 2012-
- Governmental and Community Advisory Committee, 1998-2000
- Rollins School of Public Health, Curriculum Committee, 1996-99
- Goizueta Business School, Dean Search Committee, 1997-98

INFORMS

- Decision Analysis Society. Council Member, 2009-12; Co-Editor, education column, “DA Today”
- SPRIG (Spreadsheet Productivity Research Interest Group). Vice President-Meetings, 2007-10
- ITE (*INFORMS Transactions on Education*). Ed. Board, 1999- ; Review Committee, 2009; Editor Search Committee, 2012
- INFORMEd (Forum on Education). Vice President-Meetings, 1997-98
- Johns Hopkins University , School of Continuing Studies, Outside Evaluator, 1998-99

***Professional Memberships***

INFORMS; Decision Analysis Society  
Society of Decision Professionals  
American Statistical Association  
NARAS (National Academy of Recording Arts & Sciences)  
Leadership Atlanta

***Doctoral Committees***

Silke Kroeckel, McKinsey & Company (PhD 2002; Georgia Tech, Industrial & Systems Engineering)

***Languages***

French (rusty proficient), Spanish (conversational), Russian (rusty intermediate), Swedish (basic)

***Other Professional Experience***

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|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 1990-1998 | <b>PLANNING TECHNOLOGIES GROUP, INC.</b><br><b>Director, Co-founder</b> <ul style="list-style-type: none"><li>• developed management consulting firm specializing in improving organizational planning &amp; decision making through innovative information tools and processes.</li><li>• ranked “100 Leading Mgmt. Consulting Firms in N. America,” <u>Consultants News</u>.</li><li>• sold to NextEra (a subsidiary of Milken/Ellison’s Knowledge Universe), April, 1998.</li></ul>                                                                                                                                                                                                                                                                                                                     | Lexington, Mass.                |
| 1984-1988 | <b>McKINSEY &amp; COMPANY, INC.</b><br><b>Engagement Manager</b> <ul style="list-style-type: none"><li>• managed project teams comprised of client executives and managers, consultants, technical specialists, and research analysts.</li><li>• consulted to clients on diverse senior management issues, e.g. manufacturing and operations policy, market and competitor analyses, logistics, turnaround planning, workforce rationalization and cost reduction.</li><li>• organized international conference, “The Future of Communications &amp; Media Technologies,” as member of Communications &amp; Media practice area.</li><li>• trained new consultants on analytical &amp; consulting techniques and developed curriculum &amp; teaching materials, as member of in-house “faculty.”</li></ul> | New York, N.Y.                  |
| 1980-1982 | <b>GREENPEACE NEW ENGLAND, INC.</b><br><b>President (‘81-82)</b><br><b>Director of Education, member of Board of Directors (‘80-82)</b> <ul style="list-style-type: none"><li>• managed largest regional office of international environmental organization, including financial planning, staffing, programs and policies.</li><li>• created and presented environmental education programs to schools, colleges, community organizations, and whale-watch expeditions around region.</li></ul>                                                                                                                                                                                                                                                                                                           | Boston, Mass.                   |
| 1973-1980 | <b>EAST RIVER CONSORT</b> <ul style="list-style-type: none"><li>• professional musician, composer, band leader &amp; record producer.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Madison, Conn., & Boston, Mass. |

***Personal, Community & Creative***

- b. July 11, 1955, Springfield, Ill.; widowed, 2 grown children
- Harvard Business School Alumni Assn., Board of Directors, Exec. Committee, 2004-09
- Yale University Alumni Schools Committee, volunteer 1997-2012
- Yale College, Class of 1977:
  - Class Council 1997-; Co-secretary 1992-97; 20th Reunion Chair, 1997; 15th Reunion Chair, 1992
  - Assn. of Yale Alumni Distinguished Service Award 2002
- Yale School of Management Alumni Assn.: VP, Board of Directors, 1993-98
- Mason Mill Civic Assn., Secretary, Board of Directors, 2005-; President, 2009-2012, Executive Committee 2012-
- Friends of Thomson Park, Founder & Chairman, 2012-
- Morningside-Lenox Park Assn. (City of Atlanta): VP, Board of Dir., 1997-98
- The Museum of Music, Inc., Board President & Co-founder, 1997-2017
- Georgia Council for the Arts, Partner Institution Grants Panel, 2003-04
- Atlanta Arts Think Tank, 2001-04
- Films produced: “Greenpeace: A Journey to Georges Bank” (1982)
- Music recordings released:
  - “1968 (slight return)” (2019); “Scott’s Red Star” (2000); “Beat Noir” (1996); “Undiscovered Country” (1988); “East River Consort” (1978); “Noonan, Levi & Houshmand” (1975)