

Curriculum Vitae

WAYNE L. BRAGG

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Professional Profile

Accomplished former corporate executive and educator with 30 years of leadership experience in finance and accounting with responsibilities that encompassed financial/capital planning, budgeting, supply chain management, performance measurement, and controllership. A proven business communicator with excellent team building and interpersonal skills who works well at all levels in diverse venues. Brings a focus on execution and delivering superior results to help solve the problems facing high performing organizations. Possesses an outstanding ability to couple academic concepts with personal experience to foster real world application in the classroom. Simplifies complex accounting and financial data into understandable business terms that enable effective economic solutions.

Education

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| ▪ Executive MBA | University of Connecticut, Stamford CT | 1997 |
| ▪ BS Marketing Mgmt. | Central Connecticut State University, New Britain CT | 1983 |

Academic Honors

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| ▪ Beta Gamma Sigma | University of Connecticut | 1997 |
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Academic Teaching Experience

- Adjunct Faculty: University of Connecticut School of Business • Executive MBA Program 2019 to Present
- Instructor-In-Residence: University of Connecticut School of Business • Executive, Full-time and Part time MBA Programs Hartford and Stamford • Fall 2007 to current.
- Adjunct Faculty: University of Connecticut School of Business • MBA Programs Stamford Fall 2001 to Summer 2007
- Adjunct Faculty: University of Hartford Barney School of Business • Summer 2001 to Spring 2004.
- Adjunct Faculty: Quinnipiac University School of Business • Spring Semester 2002 and 2003.

Courses Taught

- **Graduate MBA Programs:** Cost Analysis and Control (In Person & On Line) • Performance Analysis • Management Control. Concurrently teaches in UCONN'S Full Time, Part Time and Exec MBA programs.
- **Undergraduate:** Managerial Accounting • Cost Accounting • Financial Accounting
- **Executive Education:** Financial Control • Management Accounting (In Person & On Line)

Corporate Teaching Experience

- Designed, developed and taught over 75 hours of coursework on U.S Government Contract Financing with emphasis on legal and statutory requirements. Attended by 250 Finance, Information Systems and Operations employees across United Technologies Corporation
- Developed and taught a Contract Billing course for the annual UTC Government Accounting Conference. Encompassed financing methods, cash flow analysis, and statutory requirements.
- Taught multiple classes on Cost Accounting and Standard Cost systems design and application to both UTC employees and U.S. Government personnel. Concentration; inventory, product costing, and cost allocations.
- Acted as division liaison to USG audit agencies as resource for discussion and explanation of cost accounting matters, audits and cost accounting system issues.

Consulting and Executive Education

- Appointed as a Corporator to Griffin Health Services Corporation in March 2015.
- Appointed to board of directors for Gardella Properties Inc. in May 2012 to July 2013
- Retained by Thames Valley Council for Community Action in 2010 to provide training programs on budgeting, performance measurement, and decision making in a non-profit organization.
- University of CT School of Business • Executive Education: Management Accounting for United Technologies Corp. Finance Leadership Program. Fall 2006, 2008, 2010, 2012. Including on-Online version.
- Retained as expert witness in 2008 by Maryland design law firm to establish an estimate of lost profits for patent infringement case utilizing cost accounting practices and statistical techniques.
- Featured Subject Matter Expert on www.u-wisdom.com/general/about.php.
- University of CT School of Business • Executive Education: Financial Control Courses for The Hartford, Webster Bank and State of CT. Departments of Public Safety and Public Health. 2003 -2006.
- Faculty Advisor UConn *edgelab*. Work with General Electric using applied research on four projects requiring new product development and financial modeling.

Awards and Accomplishments

- UConn EMBA Outstanding Professor: Spring 2012, Hartford
- UConn School of Business: Graduate Teaching Award – 2010/2016
- UConn EMBA Outstanding Professor: Spring 2009, Hartford.
- UConn EMBA Outstanding Professor: Spring 2008, Hartford.
- UConn EMBA Outstanding Professor: Spring 2008, Stamford.
- UConn EMBA Outstanding Professor: Spring 2005, Stamford.
- Sikorsky Aircraft Management Award for process re-engineering and productivity initiatives.
- Recipient of two UTC President Awards for outstanding Management Achievement.

Books and Publications

- Wrote monthly newspaper column for ConnPost.com: Bragg's Business Basics 2003 - 2006. Topics were focused on small businesses and included subjects such as: budgeting, relevant cost, capacity analysis, customer profitability analysis, activity-based costing and performance measurement.
- Published article in California Business Resources on Corporate Lay-offs: Summer 2010.
- Published article on break-even analysis in ConnPost.com for Zahn's Building Business June 2008
- Authored and published articles in UConn Family Business Newsletter on activity-based costing, manufacturing software selection. Fall 2002/Spring 2004. Capacity analysis published Spring 2008.
- Wrote book chapter on personal finance for *Diving in to Living - My Way* by Joyce Cohen in 2005.
- Assisted in preparation of two marketing research reports for UConn *edgelab* projects published by GE.

Highlights of Professional Experience

KWB CONSULTING LLC (2001 - Current)

Owner/President

- Pro bono small business consulting for local pasta manufacturing company and restaurants.
- Hired as business advisor on cost and profit analysis for local health care education consulting company.
- Acted as temporary CFO, established multi-functional team, and developed integrated execution plan to improve internal accounting controls for major HVAC manufacturer.
- Hired by Accenture to review the planning, accounting and performance measurement systems for \$1.5 billion aerospace manufacturer. Developed requirements for operating efficiency and productivity
- Acted as business coach, identified key business issues for local manufacturing businesses. Established business plan to enhance revenue, growth strategy, and protect assets.
- Expert witness for several patent infringement cases 2010 to present
- Retained as expert witness in 2008 by Maryland design law firm for patent infringement case

SIKORSKY AIRCRAFT, STRATFORD, CT (1981 -2001)

Director of Program Cost (Controller)

Reorganized the budgeting, planning, and operating systems to evaluate and control of \$1.5b in production costs. Provided guidance, direction and oversight for VP Operations and Procurement in developing business plans to manage resources and achieve cost performance objectives across four operation centers.

- Restructured reporting to provide critical productivity, quality, and profitability measurements.
- Led team that developed supply chain strategy; identified \$1 5M purchased material cost reductions.
- Appointed by V.P. Operations to lead multi-functional team with consulting group, A.T. Kearney, to design an activity-based costing analysis that identified cost and efficiency improvements.

Division Controller

Structured staff, created vision, and transformed 200-person accounting department into an effective and efficient team-based organization with a business-partner mindset. Standardized, simplified and deployed operational information for multiple audiences, local, corporate, and USG.

- Served as company appointed project leader with Price Coopers to implement Standard Cost System and led integration team as part of company-wide ERP system implementation.
- Led team to replace contract billing system, resulting in \$5M increased monthly cash flow.
- Re-engineered closing process from five to three days and assisted the CFO in process changes that led to reducing finance department costs to less than 1% of sales.

Director of Financial Planning

Recruited by CFO to restructure process for developing and submitting annual business plans. Designed and implemented planning system to report monthly and quarterly revenue and profitability by program/contract.

- Created profit assurance program to identify risk, mitigate cost growth, and establish corrective action plans that drove accountability for revenue and profit across enterprise.
- Improved accuracy, timeliness, standardized, and facilitated flow of strategic and tactical financial information to President and CFO to enhance daily decision making.
- Designed and standardized corporate financial reporting formats for the quarterly financial performance review process that became the standard for measurement across the corporation.

PRATT & WHITNEY AIRCRAFT, EAST HARTFORD, CT (1966 - 1981)

Supervisor Financial Planning/Senior Government Accounting Analyst

- Restructured contract profitability analysis for improved management decision making.
- Assisted management in pricing and negotiation of several multi-million-dollar engine contracts.

Professional Affiliations

- Westlaw Round Table Group. 2012 to present
- Finance Executive Network Group, Westport, CT Chapter. Manufacturing Focus Group.
- Past Member IMA, New Haven, CT chapter.

Community and School Service

- Guest lecturer: Viscardi National Center for Disability Entrepreneurship September 2020 - Present
- Guest Lecturer Shelton High School. Profit for Entrepreneurs March 2020
- EMBA Faculty On-Boarding Program, 2017 to 2020
- Member EMBA Executive Committee, 2015 to 2020
- Treasurer for Mayor Candidate Committee, city of Shelton. 2015
- Appointed to Finance Committee, Shelton Board of Apportionment and Taxation. 2011-13.
- Guest lecturer: Veteran's Boot Camp for Entrepreneurs. September 2010 - Present
- Facilitator - UConn Family Business Program, Manufacturing Focus Group.
- Corporate Guest Lecturer, Capital Planning. UConn School of Business. 1999, 2005, 2007.
- UTC loan executive; Member - Town of Stratford, CT Economic Development Task Force
- Past Co - Chair University of Connecticut Stamford MBA program.
- Corporate Guest Lecturer, Business Plan Development, UConn School of Business, Stamford. 1998.