

# Curriculum Vitae

## Scott A. Bernard, Ph.D.

### *Main Campus Contact:*

Assistant Professor of Information Studies and  
Director, Washington D.C. Graduate Programs  
Syracuse University  
School of Information Studies  
Hinds Hall, Room 334  
Syracuse, NY 13244-4100  
[sabernar@syr.edu](mailto:sabernar@syr.edu)

### *Home Contact:*

6822 Beechview Drive  
Falls Church, VA 22042  
(703) 532-4243 (office)  
(703) 532-3155 (fax)

---

## **EDUCATION**

### **Virginia Polytechnic Institute and State University, Center for Public Administration and Policy**

Doctor of Philosophy, Public Administration and Policy (2001)  
Area of Study: Federal Sector Policy in Information Resources Management  
Dissertation: "Evaluating Clinger-Cohen Act Compliance in Federal Agency Chief Information Officer Positions"

### **Syracuse University, School of Information Studies**

Master of Science, Information Resources Management, Specialization in Government (1998)

### **Central Michigan University**

Master of Arts, Business and Personnel Management, Cum Laude (1984)

### **University of Southern California**

Bachelor of Arts, Psychology (1977)

### **United States Naval War College**

Distinguished Graduate, Junior Officer Curriculum (1990)

### **National Defense University, Information Resources Management College**

Professional Certificates; Chief Information Officer (2000), Advanced Management Program (1994)

## **ACADEMIC APPOINTMENTS**

- Assistant Professor, School of Information Studies (2002 - Present); Senior Instructor, SU (1998 - 2001)
- Senior Lecturer, Institute for Software Research International, Carnegie Mellon Univ. (July 2004 - Present)
- Director of Executive Education (Interim), School of Information Studies, SU (Sept. 2008 – Present)
- Program Advisor, Doctor of Professional Studies, School of Information Studies, SU (2006 – Present)
- Director, Washington D.C. Graduate Programs, School of Information Studies, SU (2000 - 2008)
- Chief Editor, *Journal of Enterprise Architecture* (2005-Present)

## **RESEARCH INTERESTS**

- The role and functions of Chief Information Officer positions in the public and private sectors.
- Enterprise architecture frameworks that encompass business, strategy, and technology planning.
- Security architectures for enterprise-level IT systems.
- IT security policy and implementation strategies.
- Public policy and law related to information resources management.

## **FUNDED RESEARCH AND GRANTS**

Principal Investigator. Information Assurance Scholarship Program, National Security Agency. Eight consecutive one-year grants awarded for the period of August 2001 – August 2008 for curriculum development, capacity building, and seventeen student scholarships. Over \$640,000 awarded to date.

Principal Investigator. Scholarship for Service Program, National Science Foundation. Coordinated the 2005 National CyberCorps Symposium – 40 universities in attendance, \$530,000. Awarded a three-year grant for eleven IT security scholarships during Academic Years 2007-2009 across the university - \$775,000.

## **TEACHING**

### **Professor of Information Studies (1999 – Present)**

<b>COURSE</b>	<b>LEVEL</b>	<b>FORMAT</b>
IT Systems Analysis And Design	Graduate & Undergraduate	Traditional & On-Line
Enterprise Architecture: Concepts & Practices	Graduate	Traditional & On-Line
IT Security Architecture	Graduate	Traditional & On-Line
Public and Private Sector CIOs	Graduate	Traditional
IT Capital Planning & Enterprise Architecture	Graduate	Traditional
U.S. Information Policies	Graduate	Traditional
Enterprise Architecture for CIOs	Executive Education	Seminar
Strategic Information Management	Executive Education	Seminar
Federal Enterprise Architecture Certificate	Executive Education	Seminar
Doctor of Professional Studies in Info Mgmt.	Executive Education	Seminar & On-Line

### **Supervised Independent Studies (2000-2008)**

<u>Student</u>	<u>Research Topic</u>
Brenda Shewchuk:	Study of Chief Information Officer Positions in Canada
Yvonne Harrison:	Digital Divide Issues: U.S. General Services Administration
David McCauley:	Chief Information Officer Positions in the Department of Defense
Faraz Merchant:	Enterprise Architecture Documentation at Madison County, NY
Sara Bukovnik:	Enterprise Architecture Documentation in the Private Sector
Tom Weber:	IT Capital Planning Practices in the Department of Defense
Karen Holmes	IT Investment Portfolio Review at NASA
John Skudlarek	IT Capital Planning and Enterprise Architecture Integration
Lincoln Rhodes	Federal EA Security Policy
Eric Johnson	Critical Infrastructure Protection Policy
Steve Forbes	IT Security Policy in the Department of Defense
Jessica Rickenbach	Inspector General Considerations in Federal IT Policy
Susan Tisdale	IT Security in the Federal Government
Evan Siegel	Enterprise Architecture Best Practices
Betty Boyd	Using Risk Management to Evaluate Defense Department Projects (in progress)
Janelle Hill	Risk Management in Federal Sector IT Capital Planning
Jeff Dunkelburger	IT Program Management

### **Masters Thesis co-Advisor (1999)**

Haweida Tosson: Study of Information Systems for Use in Population Control in Egypt,  
Maxwell School of Citizenship and Public Administration

### **Doctoral Committee Member (2006, 2008)**

Mike Eom: SUNY-Binghamton. "Evaluating IS Leadership in IS Units. Defended March 2006.  
Mary Ho: SU-IST. Dissertation Topic TBD. Proposal defense scheduled for spring 2008.

### **Internship Coordinator (2001-2008)**

1 student from the School of Information Studies: U.S. General Accounting Office, Office of the CIO

- 1 student from the School of Information Studies: U.S. National Weather Service Office of Data Analysis
- 2 students from the School of Information Studies: Booz-Allen & Hamilton, Inc, CIO Support Services Team
- 1 student from the School of Information Studies: Deputy Chief Financial Officer, U. S. Dept. of Transportation
- 1 student from Rochester Institute of Technology: Deputy Chief Financial Officer, U. S. Dept. of Transportation

### **Senior Lecturer – Executive Education (Spring 2004-Present)**

Course: Enterprise Architecture Concepts. Carnegie Mellon University, School of Computer Science.

Course: Enterprise Security Architecture: Carnegie Mellon University, School of Computer Science.

## **OTHER PROFESSIONAL EXPERIENCE**

### **Deputy Chief Information Officer (2006-Present)**

Federal Railroad Administration, U.S. Department of Transportation, Washington DC. Directs IT operations and security functions, oversee IT governance programs throughout the agency

### **President and Chief Executive Officer (2002-2006)**

Bernard Technology Management Group, LLC, Washington, DC. Executive level IT consulting, functional support, and training for public and private sector organizations

### **Management and Technology Consultant (2000-2002)**

Booz, Allen & Hamilton, Inc., CIO Support Services Team, Washington, D.C. Lead consultant for engagements at the Departments of Education, Labor, Transportation, and Defense

### **Naval Officer (1980-2000)**

Naval Aviator: P-3C Pilot and Mission Commander; 1980-1988, 1990-1994

Telecommunications Officer, USS MIDWAY (CV-41) 1988-1990

Information Systems Program Manager, Bureau of Naval Personnel, 1994-1996

Information Systems Officer, USS ENTERPRISE (CVN-65), 1996-1998

Director of Network Operations, Joint Chiefs of Staff, Pentagon, 1998-2000

## **PUBLICATIONS**

- Bernard, Scott and Mary Ho. Enterprise Architecture as Context and Method for Implementing Information Security and Data Privacy Controls in Government Agencies. In: *Advances in Government Enterprise Systems Architecture in Practice*, Pallab Saha editor. IGI Global; Hershey, PA. November 2008. ISBN: 978-1-60566-068-4.
- Doucet, Gary and John Gotze, Pallab Saha, Scott Bernard. Coherency Management. *Journal of Enterprise Architecture*. May 2008. Volume 4, Number 2, pp. 9-20.
- Bernard, Scott. Book Foreword. In: Handbook of Enterprise Systems Architecture in Practice. Pallab Saha editor. IGI Global; Hershey, PA. March 2007. ISBN: 13- 978-1599041896.
- Bernard, Scott. Using Enterprise Architecture to Integrate Strategic, Business, and Technology Planning. *Journal of Enterprise Architecture*. November 2006. Volume 2, Number 4, pp. 11-28.
- Bernard, Scott. An Introduction to Enterprise Architecture (2<sup>nd</sup> Edition). AuthorHouse, Bloomington, Ill. 2005. ISBN: 1-4208-8050-0.
- Bernard, Scott, et al. A Practical Guide to Enterprise Architecture Planning. Federal CIO Council Publication, Washington, DC, January 2001.

## **CONFERENCE PAPERS**

- Bernard, S. and W. Lewis. Understanding the Roles of IS Leadership. Research paper co-authored with William Lewis, Ph.D. of the Terry College of Business, MIS Department, University of Georgia. Presented at the AMICS Conference, August 2003.
- Bernard, S. Enterprise Architecture as a Pedagogical Context for Teaching Information Systems Analysis and Design. I-School Conference. Pennsylvania State University, September 2005.

## **PUBLICATIONS IN WORK: 2008-2009**

- **Book.** Coherency Management. Co-authors are Dr. John Gotze of the Copenhagen School of Business; Dr. Pallab Saha of the National University of Singapore; and Mr. Gary Doucet of the Government of Canada. The book relates enterprise architecture practices to improving the agility, assurance, and alignment of organizations in the public and private sectors. Expected publication date is early 2009.
- **Journal Article.** “Using Data Quality Methods to Improve the Archiving and Retrieval of Safety Information at the Federal Railroad Administration”. This paper is being developed in collaboration with Dr. Richard Wang of MIT’s Center for Technology, policy & Industrial Development; and Mr. Mark Trimble of the Federal Railroad Administration. Planned for mid-2009 submission to *ACM Journal of Data and Information Quality*.
- **Journal Article.** “An Ontology of Enterprise Architecture.” This paper would follow ontological approaches used in the Human Genome Project and software development to present the first ontology of Enterprise Architecture, including a hierarchical taxonomy of terms and knowledge areas. Journals being considered are *MIS Quarterly* and the *Journal of the Association of Information Systems*. Submission timeframe is mid 2009.
- **Journal Article.** “The History and Roles of the Federal Agency Chief Information Officer”. Material from my 2001 doctoral dissertation will be used as the basis for this article. Submission timeframe is late 2009. Journals being considered are the *Sloan Management Review*, and *Public Administration Review*.
- **Journal Article.** Untitled. In collaboration with Stephen Holden, Ph.D. of the University of Maryland, a concept is being developed for a journal article on the central policy role that OMB Circular A-130 continues to play in federal information resources management. This article would revisit concepts developed by Dr. Holden in his 1995 doctoral dissertation on A-130, and then furthers that work through an analysis of the December 2005 update by OMB to this guidance. The timeframe for completion is early 2009, with submission to the *Journal of the Association for Information Systems* or *MIS Quarterly* being considered.

## **OTHER PROFESSIONAL PAPERS**

“A Baseline Review of Information Technology Program Management Practices”. Prepared for the U.S. Department of Labor, Assistant Secretary for Administration and Management (August 2000).

“An Assessment of Information Technology Policy”. Prepared for the Chief Information Officer, Federal Motor Carrier Safety Administration, U.S. Department of Transportation (September 2000).

“Federal Motor Carrier Safety Administration Information Technology Strategic Plan, 2001-2003”. Federal Motor Carrier Safety Administration, U.S. Department of Transportation (April 2001).

“Information Technology Capital Planning Manual”. Prepared for the U.S. Department of Transportation, Office of the Chief Information Officer (June 2001).

“A Concept of Operations for Information Technology Capital Planning”. Prepared for the Associate Administrator for Research, Technology and Information Management, Federal Motor Carrier Safety Administration, U.S. Department of Transportation (August 2001).

“Federal Railroad Administration E-Government Strategy: Fiscal Year 2003”. Prepared for the Federal Railroad Administration, Chief Information Officer (January 2003).

“Implementing the Federal Enterprise Architecture Security and Privacy Profile.” Prepared for the Environmental Protection Agency, Chief Architect (October 2004).

“E-Government Strategic Plan.” Prepared for the CIO of the U.S. Maritime Administration (June 2005).

## **CONFERENCE PRESENTATIONS / PANELS**

- Keynote Speaker. “*The Role of Federal Government Chief Information Officers in Supporting Electronic Commerce.*” Presented to the Management and Administration Youth Conference Middle Eastern Technical University, Ankara, Turkey (May 2001).
- Panel Member. “*Best Practices in Information Technology Capital Planning*”. Government/Industry Conference on IT Capital Planning Practices in the Federal Government, Washington, D.C. (January 2002).
- Presenter. “Enterprise Architecture in the Federal Government.” Washington D.C. (February 2003).
- Panel Member. “Enterprise Architecture; Enabling Result Oriented Government.” Co-Presented the Data

Reference Model with Diana Reeves of OMB. Washington DC (November 2003).

- Planning Committee Member and Presenter. "Implementing Enterprise Architecture to Effect Organizational Change. George Washington University (July 2004).
- Content Developer and Presenter. "An Overview of Enterprise Architecture." Presented to the Korean Software Institute, for the Institute for Software Research International, Carnegie Mellon U. (July 2004).
- Presenter. Obtaining Security Clearances in the U.S. Federal Government. CyberCorps 2005 Symposium. Syracuse University (July 2005).
- Panel Member. Enterprise Architecture as a Context for Teaching IT Systems Analysis and Design. I-School Conference, Penn State University (September 2005).
- Presenter. "Implementation of the Federal EA Security and Planning Profile." Federal EA Reference Model Workshop, George Washington University, Washington DC. Co-presented with Sallie McDonald, U.S. Department of Homeland Security (February 2005).
- Presenter. "Building Winning Enterprise Architecture Teams." Presented at the Annual DCI Enterprise Architecture Conferences in Orlando, FL (March, 2006) and in San Diego, CA (October 2006).
- Host and Presenter. 2-day seminar on Enterprise Architecture. Singapore (June 2006).
- Panel Member, Federal IT Summit: Using Enterprise Architecture to Solve Business Problems (October 2006).
- Presenter. "Federal Enterprise Architecture's Security and Privacy Profile." International eGovernment Conference, Ministry of Government and Home Affairs; Seoul, Korea (June 2007).
- Presenter. "Concurrent Enterprise Architecture: Bridging the Gap between Architecture and Design." Co-presented with Adel Harris of Citizant, Inc., Reagan Intl. Trade Center, Washington DC (September 2007).
- Presenter. "Using Enterprise Architecture to Build the IT Security Business Case." Federal Information Assurance Conference, U. of Maryland. Sponsored by the U.S. Department of State / IBM (October 2007).
- Panelist. "Next Generation Enterprise Architecture." Enterprise Architecture 2007 European Symposium. Copenhagen, Denmark (October 2007).
- Presenter. "Enterprise Architecture Best Practices." University of Alaska CIO Conference, Anchorage, Alaska (June 2008).
- Panelist. "IT Security Architecture Best Practices." Federal Government Enterprise Architecture Conference, Washington DC (September 2008).
- Keynote Speaker. "Why Enterprise Architecture Projects Fail." Danish IT Society Conference, Copenhagen Denmark (September 2008).
- Panelist. "The Current State of Federal Enterprise Architecture." Radio Show, KTOP, Washington, DC. Moderator; Jim Flyzik, Former CIO, U.S. Department of the Treasury (October 2008).

## **PROFESSIONAL AFFILIATIONS**

- Society for Information Management (Member – SIM Enterprise Architecture Working Group, 2006-Present)
- Association of Information Systems, SIGLEAD Track Co-Coordinator, ICIS Conference (2004-Present).
- American Society for Public Administration (Member, 1996-Present).
- Association of Enterprise Architecture (Member, 2004 – Present) (President Emeritus, 2004-2005).
- Association of Naval Aviation (Life Member).

## **SERVICE ACTIVITIES**

- University Liaison, National Defense University – School of Information Management (2001 – Present).
- University Liaison, CIO University, U.S. General Services Administration (2002 – Present).
- Co-Chair, Federal Privacy & Security Profile: Federal CIO Council, Architecture Committee (2006 – Present).
- Member, U.S. Department of Transportation, CIO Council (2006 – Present).
- Member, U.S. Department of Transportation, Strategic Planning Working Group (2006-Present).
- Executive Sponsor, U.S. Department of Transportation, Enterprise Architecture Subcommittee (2008-Present).