

Shirley G. Tessler

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Professional Background

Management Consulting

Aldo Ventures, Inc., 1990 - present

I am a principal of Aldo Ventures, a consulting firm founded in 1982 to offer strategic planning services to software organizations. Generally, our work focuses on market and industry studies, as well as consulting to both new startups and established firms. We work with startup companies on business plan development, product definition, financing, staffing, and marketing strategy, as well as overall business strategy and direction. We occasionally undertake projects in technology planning and process or methodology development as well.

For larger companies, much of our work involves positioning strategies in new or existing markets, including competitive analyses, white paper development, and market analysis and forecasting. We also offer due diligence analyses for investors and general management consulting, especially in the area of customer relationship management and knowledge management systems, as well as the custom development of courses and training materials on knowledge acquisition, call centers, regulatory compliance, and other topics related to intelligent business systems.

Since 2007 I have also consulted with the MITRE Corporation on analyses related to software IP transfer pricing.

Industry Research & Analysis

Stanford University, 1993 - 1999

Through an Aldo Ventures contract with Stanford University, I spent six years as the Co-Director of Software Research and the Executive Director of the Stanford Computer Industry Project, a comprehensive, multi-year study of the worldwide software industry funded by the Alfred P. Sloan Foundation. The purpose of this research project was to analyze global software industry trends and understand the technical, business and policy issues that will affect its future.

The Stanford consulting work also included developing and presenting lectures, seminars and graduate-level academic courses on the software industry; directing graduate student research; consulting with government agencies and industry groups concerning industrial, trade and educational policy issues; public relations and fund-raising; and writing on the future direction of the software industry for both academic and business publications.

Treasury Management and Administration

Elkem Metals Company, 1981 - 1988

I was the senior person responsible for the cash management, financing, and financial policy for all North American affiliates of this billion dollar manufacturing company.

I was responsible for the search and negotiation process for all bank credit facilities, equipment lease financing, and long-term project financing, such as Industrial Revenue Bonds. I was also part of the management committee to hire and oversee pension fund investment managers. I managed the effort to design and build several comprehensive cash management and reporting systems, and was involved in the corporate introduction of expert systems for process control.

During this period I lectured on a number of financial topics to universities and professional organizations, including the Wharton Graduate Division Alumni Assoc., Duquesne University, the American Management Association, and the National Corporate Cash Management Association. In 1985 I received the professional certification of Certified Corporate Cash Manager.

Acquisitions, Financial Analysis & Planning

Dravo Corporation, 1979 - 1981

I was a senior level financial analyst specializing in mergers and acquisition analysis, capital spending decisions, budgeting, strategic planning, and project analysis.

In 1979 I also became a co-founder of the Professional Women's Association of Pittsburgh.

Cash Management Systems Development And Consulting/Credit Analysis

Mellon Bank, 1976 - 1979

As a banking officer specializing in financial systems, I was responsible for research and development of automated systems for corporate cash management, as well as cash management consulting to Fortune 500 companies in New York City and Midwest region, 1978 - 1979.

I was manager of a credit analysis group involved in corporate statement analysis, forecasting, industry studies and acquisition analysis. I also conducted in-house seminars in financial analysis and wrote extensively for the bank on the topic of credit judgment, 1976 - 1978.

Education

Stanford University Department of Computer Science	M.S.C.S. 1996
Wharton Graduate Division University of Pennsylvania	M.B.A. 1976
University of Massachusetts	B.A. 1973

Other Professional Activities

Co-founder, Institute for Social Network Analysis of the Economy, 2003
Advisory Board Member, AcrossWorld Communications, 1999 - 2003
Advisory Board Member, Scicomp Inc., 1997 - 1999
Program Committee Member, Innovative Applications of Artificial Intelligence, 1999 - 2001
Program Committee Member, AAAI Workshop on Diagrammatic Reasoning, 1994
Co-chair, Claremont Conference on Policy Making & Knowledge Systems, 1992
Member, Institute of Electrical and Electronics Engineers (IEEE)
Board of Directors Member, Reese Entertainment and Publishing Group, 1981-1985
Other: Language skills in French, Spanish, Dutch and Norwegian

Publications

National Software Industry Development: Considerations for Government Planners. Tessler, Barr & Hanna. *Electronic Journal of Information Systems in Developing Countries*, (2003) 13, 10, 1-17.

Korea and the Global Software Industry. Barr, Tessler & Miller. Report to the the Korean IT Promotion Agency, October 2002.

Towards a Knowledge-Level Software Platform. International Semantic Web Workshop, Stanford University, July, 2001.

Software Entrepreneurism in Korea. Barr & Tessler. Stanford University, Asia/Pacific Research Center. December 1999, updated May 2000.

Silicon Valley Entrepreneurship. Tessler for C-M. Lee. In Lee, Miller, Hancock & Rowen, *The Silicon Valley Edge: A Habitat for Innovation and Entrepreneurship*, Stanford University Press, 2000.

Chapter 3: Demand, Constraints and Consequences, and Chapter 4: Worker Shortage. Tessler, Barr, et al. In Freeman & Aspray, *The Supply of Information Technology Workers in the United States*. Computing Research Association & National Science Foundation, 1999.

The Software Talent Shortage: Some Thoughts on the Subject. Tessler & Barr. *IEEE Potentials*. December 1998/January 1999. Vol 17, No. 5.

Knowledge Technology: Transforming Human Resource Management. September 1998. Barr, Tessler, Lissak, Loofbourrow & Kurzner. PriceWaterhouseCoopers White Paper Series.

Strategies for Survival. January 1998. Barr & Tessler. (A version of this paper, entitled *Treasuring IT Talent*, appeared in *Compuware's InTelligence Magazine*, Volume 2, No. 1, 1998)

How Will the Software Talent Shortage End? Barr & Tessler. *American Programmer*, January 1998. (Also reprinted in *Dr. Dobb's Journal*, April 1998.)

The Software Labor Shortage: Implications for Immigration. Barr & Tessler. A Position Paper for the Workshop on the Migration of Scientists and Engineers to the US, Institute for Economic Development. Boston University, May 1997.

Great People: The Missing Resource. Barr & Tessler. Distributed Object Computing, April 1997.

A Pilot Study of Software Product Management. Tessler & Barr. Proceedings of the Software Engineering Process Group International Conference, March 1997.

Software R&D Strategies of Developing Countries. Tessler & Barr. Council on Foreign Relations, Globalization of Industrial R&D Study Group, January 1997.

The Globalization of Software R&D: The Search for Talent. Tessler & Barr. Council on Foreign Relations, Globalization of Industrial R&D Study Group, December 1996.

Some Thoughts on Regulating the NII. Tessler, S. In the proceedings of Infotech Malaysia '95, Kuala Lumpur, November, 1995.

Qualitative Structural Reasoning Using Diagrammatic Reasoning. Tessler, Iwasaki & Law. In the proceedings of the 1995 International Joint Conference on Artificial Intelligence, Montreal, August, 1995.

Expert Systems: a Technology Before Its Time. Barr & Tessler. AI Expert, May, 1995.

Qualitative Structural Analysis through Mixed Diagrammatic and Symbolic Reasoning. Tessler, Iwasaki & Law. In Glasgow, Narayanan & Chandrasekaran, Diagrammatic Reasoning: Cognitive and Computational Perspectives, AAAI Press, 1995.

Revising the Classification of the Software Industry. Barr, Tessler & Lent. Memo to the US Office of Management and Budget, Economic Classification Policy Committee, March, 1995.

An Overview of the US Software Products Industry. Barr & Tessler. Stanford Computer Industry Project, working paper, 1995.

Software Startups and Their Financing. Tessler, S. Stanford Computer Industry Project, working paper, 1994.

The US Software Industry: Success Factors in an Era of Rapid Change. Tessler, Barr & Feigenbaum. Stanford Computer Industry Project, working paper, 1994.

REDRAW: Diagrammatic Reasoning System for Qualitative Structural Analysis, Tessler, Iwasaki & Law. In Proceedings of the Third International Conference on the Application of Artificial Intelligence to Civil and Structural Engineering, Edinburgh, United Kingdom, August, 1993. (Expanded version of this paper published in 1994 in the Journal of Computing Systems in Engineering)

Qualitative Structural Analysis Using Diagrammatic Reasoning, Tessler, Iwasaki & Law. In The Seventh Annual International Workshop on Qualitative Reasoning, Orcas Island, Washington, May, 1993.

Diagrammatic Reasoning in Problem Solving, Iwasaki, Tessler & Law. Knowledge Systems Laboratory Report Technical No. KSL 92-12, February, 1992.

Conference Report, IJCAI-91, Sydney, Australia, Barr & Tessler. In The Spang Robinson Report on Intelligent Systems, Vol. 7, No. 11, pp 14-16, November 1991.

Recent Work in Processing Complex Grammatical Constructions in NL-Soar/Spring90, Tessler, In Proceedings of the Eighth Soar Workshop, Information Sciences Institute, University of Southern California, October, 1990.

Soar as a Unified Theory of Cognition, Lewis, Huffman, John, Laird, Lehman, Newell, Rosenbloom, Simon, & Tessler. In Proceedings of the Twelfth Annual Conference of the Cognitive Science Society, pp 1035-1042, Cambridge, MA, July, 1990.