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**DAVID A. SANDS**

Mount Ida Campus  
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777 Dedham Street  
Newton, MA 02459

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**Adjunct Faculty, Babson College & UMass Amherst****January 2018 – Present**

Teaching elective, “Project Management” to undergraduate juniors and seniors within Babson’s Technology, Operations, and Information Management Division. Moderator, Babson Institute for Family Entrepreneurship’s monthly “Peer Forum.” Teaching graduate electives, “Operations Management” and “Project Management” to MBA and MS Business & Analytics candidates at UMass Amherst’s Mount Ida Campus and on-line.

**Adjunct Faculty, Northeastern University****September 2016 – December 2017**

Part-time Lecturer; taught undergraduate elective, MGMT 3530: “Project Management” at D’Amore-McKim School of Business.

**A.R.I. Quality Consulting, LLC, Newton, MA****Principal****April 2012 – April 2018**

ARIQC provided guidance to service and nonprofit organizations on improving project workflow, implementing best practices operational procedures, controls and related policy documentation to withstand rigorous audits, maximize productivity, and reduce errors.

**The CCS Companies, Newton, MA****June 1992 – January 2015**

Executive and former principal of Business Process Outsourcing organization staffed with 750+ associates across three locations. CCS specializes in first and third-party debt collection, call center outsourcing, injury-related claims processing and automated voice messaging solutions, catering to some of the nation’s largest organizations. Demonstrated expertise in quality management and operational process improvement, organizational restructuring and culture reshaping, problem/crisis resolution, establishment of controls/procedures in support of corporate compliance effort, including multiple data security and quality accreditations. Strong team/consensus building approach to management; calming influence during extreme periods of growth and “adversity.” Exceptional writing and communication skills. Prior positions with the organization in reverse chronological order: Chief Quality & Compliance Officer (3 years), Executive Vice President (12 years), Vice President Operations (5 years), Director Operations (2 years), Director Quality Assurance (1 year).

- Sold ownership interest to second generation principal/partner in July 2011.
- Through January 2015, continued overseeing the corporate Quality Assurance function, including support of the organization’s legal, regulatory, and data security compliance programs. Continued serving as “editor-in-chief” for all client-facing documents (e.g. requests for proposal, security questionnaires, regulatory/client/third party audits).
- As Executive Vice President, led IT Department transformation in support of ISO 27002, PCI, HIPAA, and GLBA data security accreditations. This included oversight of annual 7-figure CAPEX budget to revamp network infrastructure into one of pure redundancy across primary and disaster recovery locations.
- Primary role in the establishment of controls to support the organization’s SSAE 16 Type II annual recertification, and registration to ISO 9001:2008
- Led organization’s cultural transformation to one centered upon mistake avoidance via established controls (consistent with the aforementioned security and quality accreditations), thereby eliminating a “fire-fighting” or reactionary modus operandi.

- Co-architect and chief driver of the organization’s proprietary quality/change management application, “loqSTEP” which serves as gate keeper to all company projects and tasks. The loqSTEP application represents one of the pillars of CCS’ Quality Management System and was the catalyst for ultimate ISO 9001 registration.

### **ORGANIZATIONS**

#### **University of Massachusetts Amherst, Isenberg School of Management Operations & Information Management Advisory Board**

**May 2014 – Present**

- Chair of OIM Advisory Board working with alumni, faculty, administration and partner organizations to assist in the strategic direction of the Isenberg OIM program

#### **New England Collectors Association Past President**

**June 1996 – June 2014**

- Served as four-time President (two-year terms) of the New England regional chapter of ACA International, trade association to the Credit and Collection industry (3,000 agency members)
- Performed extensive lobbying on behalf of the industry at both the local and national levels. This included visits with Representatives of US Congress, Massachusetts and Connecticut Divisions of Banks, Massachusetts Legislature, and Massachusetts Attorney General’s Office.
- Appointed to three-year national term on ACA’s “Interstate Committee”, coordinating regional lobbying efforts to fight adverse legislation on a state-by-state basis
- Interviewed by regional newspapers, radio, and local television as industry spokesperson
- Planned, promoted, and ran multiple NECA conventions which required the development and/or sourcing of educational programs, hosting panels with industry experts, serving as program emcee, and planning catering/entertainment for multi-day event

#### **JF&CS Greater Boston**

**November 2016 - Present**

- Board of Directors; member Board Compliance & Risk Management Committee
- Pro bono operational consulting to nonprofit offering human service and health care programs

### **AWARDS**

*Dean’s Award in Recognition of Excellence in Teaching*  
Babson College, September 2021

### **CERTIFICATIONS**

Project Management Professional (PMP)<sup>®</sup>  
PRINCE2 Agile<sup>®</sup> Practitioner

### **EDUCATION**

Babson College, Wellesley, MA  
MBA, 2000

University of Massachusetts, Amherst, MA  
BBA Operations Management, 1992