

PATRICK THOMAS O'CONNOR

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GLOBAL EXECUTIVE, Driving Growth and Innovation Across Industries Commercializing Innovation | Transforming Operations | Connecting Stakeholders

Visionary executive, growth strategist, and catalyst for change who delivers record-breaking business outcomes for cutting-edge manufacturing and technology companies. Proven ability to grow companies of all sizes, from early-stage startups to global commercial enterprises. Skilled negotiator, finding creative ways to align strategic objectives across borders and industries. Committed to building trustful relationships with top-level executives in business, nonprofit, academia, and government. Capable of synthesizing strategies and technologies to maintain competitiveness in changing market conditions. Entrepreneurial spirit, entrusted by boards and CEOs around the world to get new and struggling businesses off the ground.

KEY QUALIFICATIONS

- Strategic Vision and Leadership
- Organizational Transformation
- Operational Excellence
- Talent Development and Management
- Revenue and Profitability Growth
- Joint Ventures and Agreements
- Strategic Planning and Execution
- International Markets & Cultures
- Mergers and Acquisitions (M&A)
- Private Equity and VC Firms
- Stakeholder and Partner Engagement
- Innovation and R&D Management

SELECTED ACCOMPLISHMENTS

- ✓ **Senior Fellow, *Lehigh University*** Systems Enterprise Center
- ✓ Increased UNICOR's total annual revenue by \$30M (\$510M to \$540M) in first year as CEO.
- ✓ Engineered a **\$23.6M** increase in year-over-year profits between 2023 and 2024
- ✓ Built \$1.2B sales pipeline (up from \$100M-\$200M) within 2 years at ReadyOne Industries.
- ✓ Negotiated \$1B defense offset agreement between Saudi Arabia and Lockheed Martin Corp.
- ✓ Built award-winning nanotechnology startup, with robust pipeline of 13 world-class clients.

WHAT OTHERS SAY

" Mr. O'Connor has been a welcome addition to the Bureau family. He came to the Bureau with no prisons or even federal government experience or exposure. He managed FPI in a way that allowed the Acting Director to focus on other, more pressing priorities. Coming into the Bureau from the outside, particularly at such a high level, is a challenge. Outsiders do not know or understand the culture, and working at a high level, he did not already have the built-in relationships that others have. Despite this, Mr. O'Connor learned the Bureau culture, built relationships with the Executive Staff, and is able to contribute meaningful input to Bureau-wide issues. This is quite an accomplishment that takes most people years to develop." – **Hugh Hurwitz, Acting Director, BOP.**

"I was always surprised with his ability and the rapidity of which he was able to catch the knowledge of new principles and technologies pertaining to our product. He identified the need to retarget our product, then working with myself and the rest of the technical team on new formulations to specifically meet the customer needs. "Pat accomplished more in the first six months of his tenure than in the company's previous six years." – **Dr. André Van Neste, Ph.D. Scientific Co-founder NANOX Inc.**

"He has demonstrated the rare ability to understand leading-edge technology and to translate into terms that customers & investors can understand. He has a good judgment in business and technology. His line of attack is very strategic and articulated, as he approaches the target from several fronts at the same time, using all the firepower wisely but efficiently." – **Dr. Gilles Picard, Ph.D. Scientific Founder of Nanometrix Inc.**

EXECUTIVE HIGHLIGHTS

FEDERAL PRISON INDUSTRIES (DBA UNICOR) / US DEPARTMENT OF JUSTICE ▪ Washington, DC
Self-sustaining U.S. government corporation that operates inmate employment programs. Providing 17,000+ distinct products and services across 7 business segments, with up to \$540M in combined annual revenue.

Chief Executive Officer (CEO) / Head of Agency ▪ 2018 to Present

Hold full P&L responsibility for 7 major product/service groups, including agribusiness, clothing and textiles, electronics, fleet, call center (services), office furniture, and recycling. Oversee development and implementation of strategic plans. Advise and deliver reports to the executive committee of Federal Bureau of Prisons (BOP). Leverage strategic partnerships to drive workforce training and operations improvements. Foster culture of accountability, performance, and collaboration across the organization. Member of Senior Executive Service (SES), the highest level of civil service, equivalent to flag officer in Armed Forces.

- **Rapid Revenue Growth:** Increased total revenue from \$510M to nearly \$540M in first year (with 6% increase in gross profits). Grew revenue for largest business segment (fleet) by 9% over same time frame.
- **Adapted Processes for Economic Climate:** In response to supply chain issues, chip shortages, and high inflation, implemented process adaptations resulting in a **\$23.6M** increase in year-over-year profits between 2023 and 2024.
- **Exceeding Expectations:** Employed 17,600+ inmate workers in 2022, 35% ahead of goal. Maintained 100% compliance with federal audit standards throughout tenure. Achieved 7-10% profitability every year.
- **Organizational Restructuring:** Established clearly defined “profit centers” and “cost centers,” each with their own managers and KPIs. Transformed strategic planning process, implementing strategy mapping methodology.
- **Digital Transformation:** Nominated for FedScoop 50 Award (2022) for transforming “archaic technology platforms and practices,” enabling FPI to compete on the open market. Spearheaded the forceful deployment and integration of SAP cloud ERP, Salesforce, and GovWin, driving unparalleled efficiency and alignment within the organization.
- **Strategic Partnerships:** Developed award-winning partnership with George Washington University to provide leadership coaching services to FPI employees through the GW-CEPL e-Co Leadership Coaching Certification program.
- **Organizational Agility:** Maintained consistent profitability despite COVID-19 pandemic. Pivoted business strategy to produce PPE for DHS and DOD programs. Addressed supply chain issues to continue serving existing client base.

READYONE INDUSTRIES ▪ El Paso, TX

An AbilityOne company that employs people with significant disabilities to manufacture apparel for public and private sector clients.

Vice President, Business Development ▪ 2015 to 2017

Defined strategic direction for sales and marketing as member of core leadership team. Built business development organization from the ground up. Created and implemented strategic plans to expand commercial and government business segments.

- **Proposal Strategy:** Won \$270M in contracts in 16 months and built \$1.2B sales pipeline by leading development and implementation of Shipley proposal process. Achieved 54% win-rate on proposal submissions.
- **Commercial Expansion:** Established ReadyOne’s commercial arm (Roicom USA, LLC) and grew to multimillion-dollar revenue stream. Enabled closure of contract with Ralph Lauren to produce jeans and ponchos for U.S. Olympic team.

LOCKHEED MARTIN CORP. ▪ Baltimore, MD

Applied Nanostructured Solutions LLC – wholly owned subsidiary of Lockheed Martin specializing in nanotechnology.

Director, Business Development and Strategy ▪ 2012 to 2015

Shaped and implemented strategies to drive global business expansion. Developed product concepts, business lifecycle, and commercialization plans for innovative technologies. Built and managed relationships with giants in industry and government.

- **Global Agreements:** Negotiated \$1B joint venture through Saudi Economic Offset Program to develop carbon nanostructure materials. Interacted directly with top-level officials, including Saudi generals and Saudi royal family.
- **Relationship Building:** Strengthened relationships with strategic decision-makers at commercial clients, including 3M, Apple, GM, Nike, SABIC, Samsung, and TE Connectivity.

THE COLLINS GROUP ▪ Montréal, QC

Consulting and financial services firm delivering cross-border advisement for public/private clients in North America and Europe.

Executive Director ▪ 2009 to 2012, 2017 - 2018

Advised public and private clients across 4 continents on investment banking, strategic partnering, business planning, and M&A. Prepared and executed IT and market rollout plans. Advised on financing for development, expansion, acquisitions, and buyouts.

- **Global M&A Transactions:** Led team to regularly close \$300M-\$400M deals. Supported all stages of the M&A process, from target identification to deal execution.

SELECTED ADDITIONAL EXPERIENCE:**CEO / Director-General** ▪ **Nanox, Inc.** ▪ 2006 to 2009

- Orchestrated relaunch and divestiture for developer of nanocrystalline catalyst products for emissions control.

CEO ▪ **Nanometrix, Inc.** ▪ 2003 to 2006

- Led from-scratch business planning for award-winning startup developing a breakthrough monolayer-based thin film technology. Secured \$2.5M in additional seed funding and built robust pipeline of 13 world-class clients.

Early leadership in R&D, operations, and growth at companies such as Bragg Photonics, Hoya, Monsanto, and Transitions Optical.

BOARD LEADERSHIP**QD SOLAR** ▪ **Advisory Board Member** ▪ 2014 to 2016

- Secured \$20M-\$30M funding to manufacture solar technologies by building partnership with Saudi University (KAUST).

BEN FRANKLIN TECHNOLOGY PARTNERS ▪ **Advisory Board Member** ▪ 2002 to 2012

- Leveraged global executive network to connect Nitto Denko Corp. with a seed-funded green laser diodes product.

EDUCATION / CREDENTIALS

PURDUE UNIVERSITY | West Lafayette, IN | Bachelor of Science, Industrial Supervision
Top Secret Security Clearance - Tier 5

SELECTED AWARDS / SPEAKING ENGAGEMENTS

Senior Fellow, Lehigh University Systems Enterprise Center – Bethlehem, PA (July 2024)

NANO 50 Award, Inaugural NASA TechBriefs – Boston, MA (Nov 2005)

Emerging NanoBusiness Showcase, SEMI NanoForum, Chicago, IL (Nov 2005)

SEMICON West – Emerging Technology Showcase, July 2005

NanoJapan 2005 - Tokyo (2005)

TechConnect World Innovation Conference, Subject: Nanocomposites: Processing & Applications

Gaylord National Convention Center, Washington, DC, (May 2016)

SPE ACCE, “Using Carbon Nanostructures to Fabricate Multifunctional Composites & Polymers”, Novi, MI Sept. 2015

Advancing Technology for Business, Lehigh University, May 2015

SAMPE/CAMX – Manufacturing Process for Carbon Nanostructure Infused Surfaces to Fabricate Multifunctional Components.

Orlando, FL (Oct 2014)

6th Annual Conference of the Innovation Alliance Carbon Nanotubes, University of Wurzburg, Karlsruhe, Germany. (Feb 2014)

Carbon Fiber R&D Workshop, A New Approach to Carbon Fiber, Buffalo, NY, Jul 2013

SEMICON West – Emerging Technology Showcase, San Francisco, CA (2005)

European Nano Systems - ENS 2005, Paris, France (2005)

Organic Semiconductor Conference, Cambridge, UK (2004)