

## **Biography of Brad Holtz**

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The initial creation of the contributor list for the C4UC team was solely Brad's effort and was based on his extremely broad knowledge of who could bring high value solutions and proven capabilities to the DARPA Brass project. This broad knowledge will be called upon again as the project proceeds and different gaps need to be filled to create a comprehensive solution.

Mr. Holtz was the founder of The Center for Understanding Change and retains his role as its Chairman and chief strategist. He is the cofounder of COFES, Cyon Re-search, the Design and Sustainability Symposium, and the Analysis, Simulation, and Systems Engineering Software Strategies (ASSESS) group. He has also served on the boards of Sustainable Minds and Inforbix. Mr. Holtz is a trusted analyst on engineering software. His incisive views on engineering software and related applications are based on a keen understanding of new technologies and years of careful observation of their impact on design, engineering, architecture, and manufacturing.

As the lead analyst for Cyon Research, Holtz's opinions about the future of engineering software have appeared in all the major engineering software industry publications, and he has been a featured speaker at industry events on five continents. For his clients in both the manufacturing and architecture/engineering/construction (AEC) industry sectors, as well as Wall Street investors, he provides strategic insight into the implications of developments in the software community. His comments and quotes have appeared in the Wall Street Journal, Boston Globe, Washington Post, and the Financial Times of London, as well as numerous industry publications.

Holtz's insights have made him a highly-valued advisor to the financial world and to industry executives. In addition to the investment and legal communities, his customers have included: Adobe, Autodesk, Bentley Systems, Boeing, Dewberry, EDS, Gensler, Hewlett-Packard, Intergraph, Kaiser Aerospace, Lockheed Martin, Mobil Oil, Océ-USA, PTC, SolidWorks, Tekla, Siemens PLM, and Xerox, among others. Holtz played a key role in each of the CAD2 bids for NAVSEA, NAVAIR, and NAVFAC, and prior to that participated in the EDMICS bid process.

Mr. Holtz received his Bachelor of Arts from Washington University (St. Louis) in 1976 and his Bachelor of Architecture from the University of Maryland 1982. He has been licensed to practice architect in Maryland since 1984.