

**Neal M. Finkelstein, Ph.D.**  
**([drnealfink.com](http://drnealfink.com))**

With 37 years of experience in the defense and commercial sectors, Dr. Neal Finkelstein has distinguished himself as a leading scientist, technologist, and strategic advisor, adeptly navigating the intersection of government, academia, and industry. He is widely recognized as an expert in acquisition and procurement, as well as a fervent advocate for modeling and simulation.



As the head of an organization dedicated to delivering cutting-edge integrated technologies, Dr. Finkelstein possesses profound expertise in business development, procurement strategies, and proposal writing. His extensive knowledge spans all major federal contract vehicles, including SBIR/STTR, BAAs, OTAs, C-Contracting, and FAR. Having awarded billions of dollars across the DoD ecosystem of the Army, Navy, Air Force, Marine Corps, Joint Program Offices, and the Department of Homeland Security. From working with big primes, subs, incubator companies, and start-ups.

Dr. Neal Finkelstein's extensive experience spans from supporting start-ups to large prime contractors, enabling growth and innovation across various sectors. He is a key player in addressing workforce development challenges, with a particular focus on bolstering the STEM talent pipeline. Additionally, Dr. Finkelstein has served as an Expert Witness for the Department of Justice, specializing in procurement and defense acquisition. Before his current role at the National Center for Simulation (NCS), he spent three decades in the Department of Defense, culminating as the Chief Scientist for the U.S. Army's Modeling, Simulation, and Training (MS&T) Laboratory in Central Florida. Dr. Finkelstein holds a degree in Electrical Engineering from Florida Atlantic University, a Master of Science in Industrial Engineering from Texas A&M University, and a Doctorate in Industrial Engineering from the University of Central Florida. His education is further complemented by a Production Program Management Certificate from the Army School of Engineering and Logistics and multiple Level III certifications in Science and Technology Management, Program Management, and Engineering from the Defense Acquisition University.

Throughout his career, Dr. Neal Finkelstein has led high-impact projects involving human-in-the-loop immersive training for major POM funded DoD projects, unmanned systems, human-system integration, mobile app development, and advanced digital technologies such as virtual reality, augmented reality, and Digital Twins. He has also supported the establishment of the Pentagon's Army Modeling and Simulation Office and contributed to the Pentagon's efforts in advancing military training technologies. While working all sides of DoD NDAA budgets.

As a thought leader, Dr. Finkelstein has chaired or participated in 47 Source Selection Evaluation Boards, authored or co-authored over 70 technical publications, and served as a Faculty Scholar and Adjunct Professor for seven years at the University of Central Florida. He brings a wealth of knowledge to organizations seeking guidance in navigating digital transformation and business innovation across multiple sectors.

Dr. Finkelstein serves on several Boards of Directors across industry, academia, and government. He chairs the Governor's Florida Defense Alliance Committee on Growth for the 21 Bases across Florida, which contributes to a \$102.7 billion annual impact on the state.

He resides in Central Florida with his wife, Lysa, and two daughters, Kaitlynn and Kara.

### **Education**

- Ph.D. Industrial Engineering, University of Central Florida, December 1999.  
Dissertation: Charting the Retention of Tasks Learned in Synthetic Virtual Environments.
- M.S.I.E. Industrial Engineering, Texas A&M University, December 1991.  
Thesis: Very High-Speed Integrated Circuit Hardware Description Language Flow Process.
- B.S.E.E. Electrical Engineering, Florida Atlantic University, December 1988.
- A.A. Engineering Technology Miami Dade Community College, North Campus, Florida.

### **Government Training**

- Annually: DoD Information Assurance Awareness Training, Army Operations Security Training, DoD Ethics Training, Prevention of Sexual Harassment Training, Anti-Terrorism Training, U. S Constitution Training, Travel Funding Certification Training for Certifying Officers, and US Army Credit Card holder Training for Certifying Officers
- DOD Contractors Officer Representative (COR) Certification
- Level III Certification in the Civilian Army Corps for Science and Technology Management
- Level III Certification in the Civilian Army Corps for Program Management
- Level III Certification in the Civilian Army Corps for Engineering
- Graduate US Army Management Control Administrators Course, Department of Agriculture
- Graduate of the Army Leadership, Education, and Development (LEAD) Course, US Army Command and General Staff College, Fort Leavenworth, KS

- Graduate of the Army Institute for Professional Development, Manager Development Course, US Army Training Support Center Fort Eustis, VA
- Elected to the Army Acquisition Corp on August 25, 1995
- Graduate of the Product/Production Engineering Program, Texas A&M University, College Station, TX, December 1991.
- Graduate of the AMC School of Engineering and Logistics, Red River Army Depot, Texarkana, TX, December 1990.

### Academic Positions Held

- October 2019 – January 2023: The University of Central Florida, School of Modeling, Simulation, and Training (SMST), Orlando, FL. **Senior Advisor:** Responsible for advising the Director of the UCF SMST on all aspects of the proposal and business development between UCF, the Government, and industry. Additional duties include teaching two graduate classes. Responsible for all aspects of instructing two IDS 6148 (Fall) and IDS 6149 (Spring).
- August 2016 – October 2019: University of Central Florida, Orlando, FL **Adjunct Professor:** Department of Electrical Engineering and Computer Science. Lecture topic: Modeling, Simulation, Testing, and Evaluation. Responsible for all aspects of two courses IDS 6148 (Fall) and IDS 6149 (Spring)
- December 2003 – Present: University of Central Florida, Orlando, FL **Faculty Scholar**
- December 2000 - December 2001: University of Central Florida, Orlando, FL **Invited Visiting Professor:** Department of Electrical Engineering and Computer Science. Lecture topic: Networking and the Digital Economy. Lecture Hall Class. Responsible for all sections of course & lab curriculum for over 2500 students
- 2000 – Present: **Guest Lecturer:** Department of Engineering, Valencia State College, Orlando, FL. Sit on numerous active STEM Councils, High School, and Middle School Boards

### Current & Previous Advisory Boards

- **Advisory Board Member:** Governor of Florida Defense Alliance (FDA), Tallahassee, Florida
- **Advisory Board Member:** Florida High Tech Corridor (FHTC), Orlando, Florida
- **Advisory Board Member:** Simulation Technology Advisory Board (STAB) Daytona Beach State College, Daytona Beach, Florida

- **Advisory Council Member:** University of South Florida and University of Central Florida TechPath Council showcasing the six high-tech industries in Florida along the I-4 Corridor counties.
- **Advisory Board Member:** Valencia State College Engineering Department, Orlando, Florida.
- **Board of Directors:** Armed Forces Communications and Electronics Association (AFCEA) Orlando, Florida.
- **Advisory Board Member:** Digital Media Alliance Florida, Winter Park, Florida.
- **Advisory Board Member:** Center for Advanced Transportation Systems Simulation, University Transportation Center, University of Central Florida, Orlando, Florida.
- **Advisory Board Member:** College of Engineering, School of Industrial Engineering and Management Systems (IEMS), University of Central Florida, Orlando, Florida.
- **Advisory Council Member:** Multidisciplinary University Research Initiative (MURI) on Operational Performance Under Stress (OPUS) at the University of Central Florida, MURI awarded by the Army Research Institute.

### Thesis and Dissertation Boards

- Teresita Marie Sotomayor, Evaluating Tactical Combat Casualty Care Training Treatments Effects on Combat Medic Trainees in Light of Select Human Descriptive Characteristics, Ph.D. Dissertation, University of Central Florida, Orlando, December 2008.
- Maria C. Bauer, Evaluating the Effectiveness of Simulator Approaches for Highly Complex Flight Training Ph.D. Dissertation, University of Central Florida, Orlando, December 2005.
- Robert A. Boerjan, Applying an information system framework to the army's simulation support plan process. Master's Thesis, University of Central Florida, Orlando, Florida April 2003.
- Rex Olsen, Mathematics of Robotics Algorithms. Master's Thesis, University of Central Florida, Orlando, Florida December 2003.

### Service

- October 2019 – Present: **COO, National Center for Simulation.** The Chief Operating Officer for the National Center for Simulation (NCS) in Orlando, Florida, serves as a principal senior advisor on promoting, protecting, and growing the Florida Modeling,

Simulation, and Training (MS&T) community. Also, Chair of the Florida Governor's Military Mission Sustainment and Growth Committee, supporting the 21 Bases around Florida. In these roles, working with industry member companies on shared challenges that cut across government, academia, and industry, from the research, development, and acquisition of military training aids, devices, simulations, and simulators (TADSS).

- July 2020 – Present: **Department of Justice Expert Witness. Washington, DC.** Serving as an expert witness with specialized knowledge of patent and acquisition/procurement of DoD systems. Employed to utilize skills, education, and experience to supplement legal proceedings and assist the court with understanding complex technical or scientific issues associated with the DoD procurement system.
- October 2017 – September 2019: **Chief Scientist for the Army Futures Command Simulation and Training Lab in Central Florida.** Orlando, Florida. Senior technical advisor on all aspects of issues arising from the day-to-day R&D for training aids, devices, simulations, and simulators (TADSS).
- October 2015 – September 2017: **Chief Engineer for Army Research Lab (ARL),** Orlando, Florida. Responsible to the Director.

October 2007 – September 2015: **Chief of Operations and Chief of Blended Simulation Research Division for the Simulation & Training Technology:** US Army Research Development and Engineering Command (RDECOM), Orlando, Florida.

- July 2004 – September 2007: **Deputy Director for the Simulation & Training Technology Center (STTC):** US Army Research Development and Engineering Command (RDECOM) Simulation & Training Technology Center, Orlando, Florida.
- October 2003 – July 2005: **Deputy Director for Advanced Simulations:** Responsible for technical direction, infrastructure, and day-to-day operation of the Army facility at the US Army Research Development and Engineering Command (RDECOM) Simulation & Training Technology Center, Orlando, Florida.
- October 2002 – September 2003: **Deputy Director for Operations:** Responsible for technical direction, infrastructure, and day-to-day operation of the Army facility at the Simulation Technology Center (STC), US Army Research Development and Engineering Command (RDECOM), Orlando, Florida.
- January 2002 - October 2002: **Chief Scientist:** Responsible for technical direction of Advanced Concepts & Basic Research, US Army Simulation, Training and Instrumentation Command (STRICOM), Technology Development Center Staff: 80 civilians/contractors/academia. Responsible for day-to-day management of basic, applied, and product development as well as a technical representative to the M&S community, military Services, Orlando, Florida.

- September 1997 - December 2000: **STRICOM Command Group Chief Engineer:** Technical Advisor to Commanding General and Deputy to the Commanding Officer responsible for consulting on technical, programmatic and organizational issues, from the development of simulations, training and instrumentation systems. Special Projects: Training Effectiveness in the use of Virtual Environments, Orlando, FL.
- April 1995 - September 1997: **Business Development Office:** Started and managed STRICOM's Strategic Business Planning Office for business development. Additional duties included being the Integration Officer with the U.S. Army Training and Doctrine Command (**TRADOC**), **Fort Monroe, Virginia.**
- June 1996 - February 1997: **Technical Advisor:** Special assignment participated in the establishment of the United States Army Modeling & Simulation Office located in the **Pentagon, Arlington, Virginia.** Managed: Virtual Environment integration, modeling, simulation, and funding priorities.
- January 1993 - April 1995: **Program Manager:** Managed contract execution of the Advanced Gunnery Training System (AGTS), Produced the acquisition strategy, and managed the program for worldwide fielding (\$1B+). The program is still going strong today and has been used all over the world by Soldiers.
- February 1992 - January 1993: **Electronics Engineer:** Project Engineer on 45 Programs for contractor oversight for the Project Manager for Training Devices (PM TRADE), Orlando, Florida. Responsibilities included being the configuration manager for the **U.S. Army National Training Center, Fort Irwin, California.**
- January 1990 - February 1992: **Researcher and Program Manager:** Managed the development of Hybrid Microelectronics System located in the Fuse of the PATRIOT Missile System, supporting Operation Desert Storm. **Army Research Laboratory (Harry Diamond Laboratories), Adelphi, MD, Raytheon Andover Mass, Burr Brown, Tucson, AZ.**
- December 1988 - January 1990: **President of Student Body:** Product/Production Engineering Group located at the School of Engineering and Logistics, **Red River Army Depot, Texarkana, TX.**

#### **Lead Major Military Programs and Research (Sample to Show Depth and Breadth)**

- Project Director for the \$1B+ Advanced Gunnery Training System under contract to Lockheed Martin
- PI & Acquisition Officer, and Creator of the \$75M IDIQ Research Academic & Operations Support (RAOS) under contract to the University of Central Florida
- PI & Acquisition Officer, and Creator of the \$22M Cooperative Agreement with the University of Central Florida

- Project Lead for \$10M+ Department of Homeland Security Contracts with the Federal Law Enforcement Training Center (FLETC)
- Project Coordinator for \$10M+ Department of Homeland Security Contracts for Virtual World Research and Applications
- Principal Investigator for \$9.3M Infrastructure Contract with the University of Central Florida
- Project Lead for the \$5M+ Army Media Contract for Command Group at STRICOM
- Project Lead for the \$5M+ Defense Acquisition University Gaming and Simulation Projects

### **Some Contributions, Honors and Awards (Sample)**

- Served on 47 Government Source Selection Evaluation Boards.
- Served on the U.S. Navy Air Warfighter Training System Division Human Subject Internal Review Board (IRB) for five years.
- Department of Defense Representative Speaker at the I-4 Corridor Simulation Technology Camps.
- Recipient of the U.S. Army Simulation Training and Instrumentation Command Best Paper of the year competition.
- Best Paper, Army Science Conference, Baltimore, MD.
- Recipient of the US Army's Commanders Civilian Service Metals for Civilian Service.
- Member of the AUSA Scholarship Selection Committee, March 1999 & 2000.
- Member of the Governor Jeb Bush Military Leadership Advisory Board.
- Member of the Governor Rick Scott Military Leadership Advisory Board.
- Advisory Member of the Department of Defense Personnel Reinvention Laboratory, 1997 & 1998.
- Adviser to the Federal Manager's Association, 1997.
- Awarded US Army STRICOM Certificate for 90-day RFP for the Advanced Gunnery Training System, 1996.

- Recipient of the U.S. Army Simulation Training and Instrumentation Nominee for Acquisition person of the Year 1995.
- Member of selection committee on DoD SMART Scholarships.
- Personnel selection and hiring authority on dozens of hiring actions.
- Certified Contracting Officer Technical Representative.
- Awarded Research Certificate for the first picture of the "Tunneling Effect" with SMT Microelectronics Harry Diamond Laboratories 12 August 1991.
- Elected President of the School of Engineering & Logistics Product/Program Engineering Class 1989.

**Media Events (Sample media events include)**

- Business Week
- Channel 9, WNBC
- Spanish Network Univision
- Orlando Local News Channel 2
- Reuters
- Orlando Sentinel
- Armed Forces Journal
- Various Training & Simulation Journals / Magazines
- Tampa Florida Fox News.
- Channel 35 Fox News
- Florida Trend Magazine
- Orlando local news Channel 9
- German Television Station RTL
- Smithsonian National Air and Space Magazine
- Orange County TV

**Areas of Research Specialization**

- Virtual Environments
- Training Effectiveness
- Virtual Reality
- Business / Economic Development
- Modeling and Simulation Policy
- Public Speaking on Outreach Science, Technology Engineering & Mathematics
- Role of Emotion in Virtual Environments
- Immersive Training
- Military Modeling & Simulation
- Military Modeling & Simulation
- History of Modeling and Simulation in the Military

## Publications

71. Certified Modeling and Simulation Professional 3.0 - Reinvention! Oswalt, I., Brent, Linda, **Finkelstein, Neal**, et. al. Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 2020.
70. Emerging Tools and Applications of Virtual Reality in Education. A volume in the Advances in Educational Technologies and Instructional Design (AETID) Goel, A., Rivera, W.A., Kincaid, P., Montgomery, M., Karwowski, W., and **Finkelstein, N.M.** Chapter 12, Pages IGI Global
69. Maxwell, D., Griffith, T., & **Finkelstein, N. M.** (2014). Use of Virtual Worlds in the Military Services as Part of a Blended Learning Strategy. In K. S. Hale & K. M. Stanney (Eds.), *Handbook of Virtual Environments: Design, Implementation and Applications* (2nd ed., pp. 959–1000). CRC Press. doi:10.1201/b17360-45
68. **Finkelstein, N.M.** Workshop: What teachers should know about the modeling and simulation industry. “Florida High Tech Corridor Special Event, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 2012.
67. **Finkelstein, N.M.** Workshop: What teachers should know about the modeling and simulation industry. “Miami Dade Community College, Miami, FL, July 2012.
66. **Finkelstein, N.M.** Workshop: What teachers should know about the modeling and simulation industry. “Florida High Tech Corridor Special Event, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 2011.
66. **Finkelstein, N.M.** Workshop: What teachers should know about the modeling and simulation industry. “Florida High Tech Corridor Special Event, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 2010.
65. **Finkelstein, N.M.** Workshop: What teachers should know about the modeling and simulation industry. “Florida High Tech Corridor Special Event, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 2009.
64. Ortiz, E., Barber, D., Stevens, J. and **Finkelstein N.M.** (2009). Simulation to assess an unmanned system’s effect on team performance. Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, 2009.
63. Barber, D. and **Finkelstein N. M.** Human robot interaction – the future of robotic control: natural, intuitive communication, Warfighter Magazine , Volume 3, Issue I, Summer 2009.
62. **Finkelstein, N. M.** (2008). Volume perspective - The PSI Handbook of Virtual Environments for Training and Education: Vol.3. Integrated Systems, Training Evaluations, and Future Directions, Westport, CN: Praeger Security International.
61. **Finkelstein, N.M.** Workshop: U.S. Army Research and Development in Florida, “Florida High Tech Corridor Special Event, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 1-4 2008.
60. Sinatra, A.M., Chin, G. C., Sims, V.K., Lum, H.C., Marraffino, M., Raymond, M. Hancock, G., Baruch, A., Lagattuta, N., Hudson, I. and **Finkelstein, N. M.** “Exploratory

examination of free form interactions with anthropomorphic and non-anthropomorphic robots”, 26th Army Science Conference, Orlando, Florida, December 1-4 2008.

59. Lum, H.C., Sims, V. K., Chin, M. G., Lagattuta, N., Hudson, I. and **Finkelstein, N. M.** “Perceptions of technology during human interaction”, 26th Army Science Conference, Orlando, Florida, December 1-4 2008.
58. Barber, D., Davis, L. Nicholson, D., **Finkelstein, N.** and Chen, J. “The Mixed Initiative Experimental (MIX) Testbed for Human Robot Interactions with Varied Levels of Automation”, 26th Army Science Conference, Orlando, Florida, December 1-4 2008.
57. Davis, L., Smith, Barber, D., Walker, Leontyev, Kemper, Sun, Nicholson, D., Hudson, I., and **Finkelstein, N.** “Insurgent roundup; a mixed-initiative environment challenge”, SIGGRAPH 2008, August 11-15 2008, Los Angeles, CA.
56. Davis, L., Barber, D., Leontyev, Smith, Chen Cosenzo, Barnes, and **Finkelstein, N.** “A distributed environment for mixed-initiative experimentation and development”, Human-Robot Interaction (HRI) Conference, March 12-15 2008.
55. **Finkelstein, N.M.** “Workshop: Simulation, Robotics and Medical Technologies: “Florida High Tech Corridor Special Event, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, November 26-29 2007.
54. Davis, L., Fidopiastis, C., Vartak, A., Mahajan, P., Nicholson, D., and **Finkelstein, N.** “Determining the color of your mood rock: synchronizing dynamic eye tracking data with arousal measures in a virtual environment, ISBN 10:0-9789812-1-9: Foundations of Augmented Cognition 4<sup>th</sup> Edition, Page 162-170.
53. Lum, H., Sinatra, A., Sims, V. K., Chin, M. G., Smith, H., Shumaker, R. and **Finkelstein, N.M.** “Size does matter: automobile “facial” features predict consumer attitudes. Proceedings of the Human Factors and Ergonomics Society, 51<sup>st</sup> Annual Meeting, Baltimore, Maryland, October 1-5, 2007.
52. Smith, H. S., Sims, V. K., Chin, M. G., Ellis, L. U., Sushil, D. J., Velie, M., Shumaker, R. and **Finkelstein, N.M.** “Evidence for the use of minimal anthropomorphic features in attributions for automobiles. Proceedings of the Human Factors and Ergonomics Society, 51<sup>st</sup> Annual Meeting, Baltimore, Maryland, October 1-5, 2007.
51. Ellis, L. U., Pepe, A., Sims, V. K., Chin, M. G., Shumaker, R. and **Finkelstein, N.M.** “Seeing robots face to face: eye movements while looking at robot vs. human faces. Proceedings of the Human Factors and Ergonomics Society, 51<sup>st</sup> Annual Meeting, Baltimore, Maryland, October 1-5, 2007.
50. **Finkelstein, N.M.** “Workshop: Industrial Engineer’s in the military”. Institute for Industrial Engineers Regional Conference, Orlando, FL, March 1-4, 2007.
49. **Finkelstein, N.M.** “Special Training Session: “Florida High Tech Corridor Military and Civilian M&S Usage”, Interservice/Industry Training, Simulation and Education Conference I/ITSEC, Orlando, FL, December 4-6, 2006.

48. Sims, V., Chin, M., Ellis, L. U., **Finkelstein, N.M.**, Pepe, A., Shumaker, R. and Sushi, D. "Identification of Military and Civilian Vehicles: What is Learned from Eye Movements?" 25th Army Science Conference, Orlando, Florida, November 27 – 30, 2006.
47. Chin, M., Pepe A., Ellis, L. U., **Finkelstein, N.M.** Shumaker, R. and Sims, V. "Robotic Vehicle Form Mediates Short-Term Mood Effects in Human-Robot Collaborative Activities", 25th Army Science Conference, Orlando, Florida, November 27 – 30, 2006.
46. Sims, V. K., Chin, M. G., Smith, H. S., Ballion, T., Sushil, D. J., Strand, M., Mendoza, S., Shumaker, R., & **Finkelstein, N.M.** (October 2006). Effects of eye structure and color on attributions for intelligent agents. Poster to be presented at the 50th annual meeting of the Human Factors and Ergonomics Society, San Francisco, California, on October 16-20, 2006.
45. Barber, D., Sims, V. K., Chin, M. G., Velie, M., Sushil, D. J., Pepe, A. A., Ellis, L. U., **Finkelstein, N.M.**, & Shumaker, R. (October 2006). Anthropomorphism of textured faces. Poster to be presented at the 50th annual meeting of the Human Factors and Ergonomics Society, San Francisco, California. San Francisco, California, on October 16-20, 2006.
44. D. Nicholson, K. Stanney, S. Fiore, L. Davis, C. Fidopiastis, L. Davis, **N. Finkelstein** and R. Arnold, "An adaptive system for improving and augmenting human performance", 2006 Augmented Cognition International (ACI) Conference, San Francisco, CA, October 15-20, 2006.
43. Sims, V. K., Chin, Ballion, T., Sushil, D. J., Smith H. S., **Finkelstein, N.M.** and Shumaker, R., "Designing an intelligent agent? Vertical and horizontal features activate different face schemas", to be published at the Human Factors and Ergonomics Society's 50th Annual Meeting, San Francisco, California, on October 16-20, 2006.
42. S. M. Scielzo, F. Jentsch and **N. M. Finkelstein**, "Cognition and collaboration in hybrid human-robot teams: viewing workload and performance through the lens of cognitive load theory. Published in Human Factors and Remotely Operated Vehicles, ISBN: 0762312475, Elsevier Science & Technology Books, April 2006.
41. Sims, V. K., Chin, M. G., Sushil, D. J., Barber, D.J., Ballion, T., Clark, B. R., Garfield, K. A., Dolezal, M. J., Shumaker, R., & **Finkelstein, N.M.** Anthropomorphism of Robotic Forms: A Response to Affordances? Proceedings of the Human Factors and Ergonomics Society 49<sup>th</sup> Annual Meeting, Orlando, Florida, September 29, 2005.
40. Ellis, L. U., Sims, V. K., Chin, M. G., Pepe, A. A., Owens, C. W., Dolezal, M. J., Shumaker, R., & **Finkelstein, N. M.** Those A-Maze-ing Robots: Attributions of Ability are Based on Form, not Behavior. Human Factors and Ergonomics Society 49<sup>th</sup> Annual Meeting, Orlando, Florida, September 29, 2005.
39. Sims, V. K., Chin, M. G., Yordon, R. E., Sushil, D. J., Barber, D.J., Owens, C. W., Smith, H. S., Dolezal, M. J., Shumaker, R., & **Finkelstein, N. M.** When Function Follows Form: Anthropomorphism of Artifact "Faces". Human Factors and Ergonomics Society 49<sup>th</sup> Annual Meeting, Orlando, Florida, September 29, 2005.

38. Chin, M. G., Sims, V. K., Ellis, L. U., Yordon, R. E., Clark, B. R., Ballion, T., Dolezal, M. J., Shumaker, R., & **Finkelstein, N. M.** Developing an Anthropomorphic Tendencies Scale. Human Factors and Ergonomics Society 49<sup>th</sup> Annual Meeting, Orlando, Florida, September 29, 2005.
37. S.M. Fiore, **N. M. Finkelstein**, M. Rosen, and K. Garfield, "Developing an interdisciplinary language for human-agent teams training research, Human Factors and Ergonomics Society 49<sup>th</sup> Annual Meeting, Orlando, Florida, September 28, 2005.
36. Ballion, T.T., Sims, V. K., Chin, M.G., Dolezal, M., Clark, B. R., Owens, C. W., Sushil, D. J., Ellis, L. U., Yordon, R. E., Barber, D. J., Kiriwas, A. P., **Finkelstein, N.M.**, Shumaker, R., & Garfield, K. Anthropomorphism of Robotic Faces, American Psychological Association 113<sup>th</sup> Annual Convention, Washington, D.C., August 18-21, 2005.
35. S.M. Fiore, F. Jentsch, R. R. Hoffman and **N. M. Finkelstein**, "Science policy and human-centered research in semi-autonomous hybrid systems.
34. S.M. Fiore, F. Jentsch, F. Rehfeld and **N. M. Finkelstein**, "Situation awareness and Human-agent teams: integrating socio-cognitive theories with the practice of human agent-teamwork." Augmented Cognition jointly held with the 2005 Human Computer Interaction International, Las Vegas, Nevada, 25 July, 2005.
33. S.M. Fiore, F. Jentsch, E. Salas and **N. M. Finkelstein**, "Cognition, teams, and augmenting team cognition: understanding memory failures in distributed human-agent teams. Augmented Cognition jointly held with the 2005 Human Computer Interaction International, Las Vegas, Nevada, 25 July, 2005.
32. T. I. Lakoba, D. J. Kaup, and **N. M. Finkelstein**, "Modifications of the helbing-molnar-farkas-vicsek social force model for pedestrian evolution", Simulation, Vol. 81, Issue 5, The Society for Modeling and Simulation International, May 2005.
31. M. Feldman, F. G. Jentsch, **N. M. Finkelstein**, "Back to the Future": Physical scale models for simulation-based training, Society for Industrial and Organizational Psychology Inc. (SIOP) 2005, Los Angeles, California, April 2005.
30. S.M. Fiore, F. Jentsch, I. B. Fernandez, E. Salas and **N. M. Finkelstein**, "Integrating field data with laboratory training research to improve the understanding of expert human-agent teamwork" , Hawaii International Conference on System Sciences (HICSS-38), Track 9, Software Technology Track, p. 293b, Big Island, Hawaii, January 3-6, 2005,
29. Oleson, R.R, D. J. Kaup, and **N. M. Finkelstein**, "*Robotic algorithms for mowing a field*, Swedish-American Workshop on Modeling and Simulation, SAWMAS 2004, Cocoa Beach, FL, 2-3 February 2004.
28. T. I. Lakoba, D. J. Kaup, and **N. M. Finkelstein**, "Exploration of the parameter range of a continuous-space, agent-based model for pedestrian evolution, August 5, 2003.
27. D. T. Kaup, D. J. Kaup, and **N. M. Finkelstein**, "The Lanchester (n, 1) Problem", Journal of the Operational Research Society, 1-9, April 20, 2005.

26. F. Nasoz, C. L. Lisetti, K. Alvarez, and **N. M. Finkelstein**, "Emotion recognition from physiological signals for presence technologies", *International Journal of Cognition, Technology, and Work - Special Issue on Presence*, Vol. 6(1), 4-14, 2003.
25. D. Kaup, Lakoba, T., and **N. M. Finkelstein**, "Modeling Large Crowds", *Society for Industrial and Applied Mathematics Conference on Mathematics for industry: Toronto, Canada* October 13-15, 2003.
24. F. Nasoz, C. L. Lisetti, K. Alvarez, and **N. M. Finkelstein**, "Emotion recognition from physiological signals for user modeling of affect", *3rd Workshop on Affective and Attitude User: In conjunction with User Modeling 2003*, Pittsburgh, PA June 22, 2003.
23. B. Pike, **N. M. Finkelstein**, and K. Murray, "The use of PC games for advanced distributed learning in the army to facilitate memory retention", *23<sup>rd</sup> Army Science Conference*, Orlando, FL December 2-5, 2002.
22. **N. M. Finkelstein** and K. M. Stanney, "A pictorial view of human information processing while immersed in a virtual environment".
21. F. Nasoz, O. Ozyer, C. L. Lisetti, and **N. M. Finkelstein**, "Multimodal affective driver interfaces for future cars", *ACM Multimedia 2002: Juan les Pins, France* December 1-6, 2002.
20. B. G. Witmer, J. Sadowski, and **N. M. Finkelstein**, "VE-Based Training Strategies for Acquiring Survey Knowledge", published in *Presence* Vol. 11, No. 1, February 2002, pp. 1-18.
19. **N. M. Finkelstein** and S. Freund, "CGS 2100 Custom Course Pack: Computer Fundamentals for Business College of Engineering and Computer Science", *Course Technology Thomson Learning*, [ISBN: 0759307520, January 2002].
18. **N. M. Finkelstein** and S. Freund, "Orientation Guide: Computer Fundamentals for Business College of Engineering and Computer Science", *Harcourt College Publishers*, [ISBN: 0-03-040742-7, August 2001].
17. **N. M. Finkelstein**, "New Rules for a Digital Economy", *Harcourt College Publishers*, [ISBN: 0-03-048319-0, August 2001].
16. B. G. Witmer, J. Sadowski and **N. M. Finkelstein**, "Mission rehearsal in virtual places", *Army Science Conference*, Baltimore, MD, 11-13 December 2000.
15. **N. M. Finkelstein**, "Technology and training; where we have been, where we are, and where we are going", *U. S. Army, Senior Leader Advisory Panel*, Fort Lauderdale, FL, September, 2000.
14. B. G. Witmer, J. Sadowski and **N. M. Finkelstein**, "Training dismounted soldiers in virtual environments: enhancing configuration learning", *United States Army Research Institute for the Behavioral and Social Sciences*, Technical report 1103, July 2000.
13. **N. M. Finkelstein**, "Positive results of a joint training effectiveness study". Online article at <http://www.simulationinformation.com>, August 2000.

12. **N. M. Finkelstein**, "A commercial and academic attack on ISD, can the military be far behind". Online article at <http://www.simulationinformation.com>, July 2000.
11. **N. M. Finkelstein**, "Some data on the use of laptops for training effectiveness". Online article at <http://www.simulationinformation.com>, May 2000.
10. B. D. Rostker and **N.M. Finkelstein**, "Technology and its use for training our military", Address of the Under Secretary of the Army at the Defense Systems Management College, Fort Belvoir, MD, 17 December 1999.
9. **N. M. Finkelstein**, "Charting the retention of tasks learned in synthetic virtual environments", Ph.D. Dissertation, University of Central Florida, December 1999.
8. **N.M. Finkelstein**, "Excelling acquisition reform by bringing concurrent engineering and product teams to the requirements definition process, Army Materiel Command Acquisition Reform Symposium, Orlando, FL, January 8, 1997.
7. **N. M. Finkelstein**, "Perspectives on future training", 3rd TRADOC Program Integration Symposium, Orlando, FL May 12, 1996.
6. S. L. Griffin, W. Kitterman and **N. M. Finkelstein**, "Training systems via "new way" best value contracting and mil-std-1379d", 16th Interservice/Industry Training, Simulation and Education Conference, Orlando, FL, December 1995.
5. **N. M. Finkelstein**, Panel member for Acquisition Reform. 15th Interservice/Industry Training, Simulation and Education Conference, Orlando, FL, December 1994.
4. **N. M. Finkelstein**, "Why can simulation benefit dod in the nineties?" U. S. Army Armor Conference, Fort Knox, KY, 9 May 1995.
3. **N. M. Finkelstein**, "Advanced gunnery training system (AGTS), a new paradigm for virtual gunnery training, U. S. Army Armor Bidders Conference, Fort Knox, KY, 18-19 June 1993.
2. **N. M. Finkelstein**, S. L. Griffin, W. Kitterman, W. Williams, and D. Voor, "System requirements document for the advanced gunnery training system", U. S. Army Simulation, Training and Instrumentation Command (STRICOM), AMC Road Show Technical Report No. AMSTI-93-S009, April 1993.
1. **N. M. Finkelstein**, "Very high speed integrated circuit hardware description language flow process", Master's Thesis, Texas A&M University, July 1990.