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He became a registered professional engineer in Wisconsin in 1980. Prior to joining ORNL he was Vice President of a small consulting firm, W.S. Fleming and Associates, a senior research engineer at a large one, Science Applications International Corporation, and a research engineer at the University of Wisconsin—Solar Energy Laboratory. He has authored more than 110 publications, and the primary focus of his entire career has been on research, development, and deployment of building energy efficiency technologies.