

SERVANT LEADER | VISIONARY EXECUTIVE | GROWTH STRATEGIST

STRATEGIC LEADER SKILLED IN ENGAGING AND DEVELOPING PEOPLE

Service-oriented executive and education leader, leveraging 37+ years of proven experience in Organizational Leadership and Operational Improvement. Effectively managed cross-functional organizations of up to 11,000+ employees across the globe, including military, civilian, international, and remote personnel. Skilled in overseeing and developing executive leadership, organization-wide training, and relations with media. Possesses a comprehensive background in building impactful leadership teams, developing business and community partnerships, turning around underperforming departments, and improving organizational capabilities and processes. Reputation for leading by example, engaging people and accessibility. Managed budgets up to \$380M and systems and assets valued at \$8B while managing risk, safety, and compliance. Proven competencies:

- Board Counsel & Partner
- Tech Integrator
- Strategic Innovator
- Accomplished Public Speaker
- Collaborative Relationship Builder
- Corporate Image Architect
- Talent Recruiter | Climate Leader
- Strategic | Financial Planning

PROFESSIONAL EXPERIENCE

Assistant Vice President/Executive Director | The Bush School of Texas A&M University | Washington D.C. 2020-Present

Launched Bush School of Government and Public Service location for the University, starting first students for graduate degrees in international policy and national security/intelligence; then adding elements from across the university, all into an urban setting

- Managed renovation of 60K sq ft downtown office space to support classes, workshops and conferences
- Developed strategic plan and determined organizational construct to support rapid growth
- Designed curriculum and managed faculty and staff hiring. Authored academic licensing through Texas and DC govt.
- Established first marketing communications plan using multiple platforms to include digital, print and broadcast medias
- Managed multi-million donor fund; raised additional 750K in first year and established multiple donor opportunities
- Connected with the press, universities, Congress, think tanks, foreign countries, industry associations, related corporations and multiple govt agencies, making The Bush School part of important policy discussions

President | U.S. Air Force Academy | Colorado Springs, CO 2017-2020

Educate, train and inspire 4,000+ students to become leaders of character. Oversee all aspects of Academy including training, academics, faculty, athletics, admissions, Prep School and base infrastructure. Manage 5,700 military and civilian personnel.

- Organized teams across all functions of the Academy to present 9 Arguments to the Higher Learning Commission, resulting in the highest possible Accreditation Rating in 2019 for the 10-year comprehensive accreditation evaluation
- Air Force-leading innovation in IT Systems over all aspects of the institution; using Cloud, BYOD, connection to broad Academia
- Increased class diversity from 29% (2020) to 33% (2024 most diverse class ever) and women from 21% to historic high of 28%
- Pushed for legislative change allowing Academy professors to publish their work, increasing retention
- Increased number of academic support staff by 200+ personnel, improving student contact time and retention
- Secured over \$45M in research funding, resulting in 14 patents since 2017 with 6 pending for student-led research
- Maintained USAFA's #1 Funded Undergraduate Research Institution ranking with National Science Foundation
- Ground-breaking realignment of Director of Athletics role, resulting in funding through the Athletic Corporation Foundation (vs. government employee) and enabling position to do business development and fundraising
- Worked with Congressional members on legislation supporting 501(c)(3)s; for inclusion in the next Defense Bill
- Established longitudinal data to correlate the USAFA development experience with post-graduation student performance
- Advisor, Academy Athletic Corp Board; led the hiring of new Chairman and engaged board members to support newly aligned structure, increasing revenue by 15% and sponsorship by 14%
- Secured \$158M for national landmark and \$49M in funding for new dormitory from Congress.
- Improved Sexual Assault Prevention Healthy Relationships Training; described by NCAA Culture/Climate organization as "best training in any institution"; 67% surveyed said it changed their behaviors; adopted by numerous universities

Chief Operations Officer | U.S. Central Command | Doha, Qatar 2016-2017

Responsible for 24/7 coordination of air, space and cyber capabilities from 22 countries across 50 global locations into a synchronized force. Evaluating and managing risk in a complex combat environment.

- "Drove unprecedented levels of integration across the joint force, revolutionizing Air Force combat operations."
- "Persistent capability assessments maximized sourcing and readiness, refining strike/rescue/ISR forecasting tools."

Chief Executive Officer | Air Force Warfare Center | Las Vegas, NV 2014-2016

Directed 11K across 22 states responsible for developing graduate-level curriculum for the tactical execution of multiple weapon systems, conducting advanced combat exercises and the research, testing and evaluation of new combat systems.

- Implemented program development and Weapons Instructor Course for launch of the new F-35 Joint Fighter aircraft while maintaining expected timelines; 1st general officer qualified to fly the aircraft
- Led the successful execution and early completion of \$7B classified DoD-wide program
- “His crystal-clear vision resulted in the transformation of emerging technologies into combat capability and the fielding of numerous major weapon systems crucial to the military preparedness of the U.S.”

Vice President for Security Assistance | Office of Security Cooperation | Baghdad, Iraq 2012-2013

- Managed \$22B Foreign Military Sales portfolio with Iraq; Delivered 800% increase in Improvised Explosive Device detection
- Led over 140 Iraqi leader engagements. “His handling of the most complex geopolitical issues helped lay the foundation for a long-term strategic partnership between Iraq and the U.S.”

Chief Compliance & Risk Officer | Air Combat Command | Hampton, VA 2010-2012

- Led the Air Force’s largest compliance review and evaluation team
- Streamlined Air Force-wide inspection process, reducing redundant inspections, saving 20% in man-hours and cost
- Aligned inspections with deployment cycle, dramatically reducing time spent on inspections, increasing unit mission time

Chief Executive Officer | 48th Fighter Wing | Lakenheath, England 2008-2010

- Led Europe’s largest Air Force installation (8,200 military/civilian personnel); managed \$380M budget, \$441M Master Development Plan and \$8B in systems
- Propelled organization to be awarded #1 USAF Air Superiority, USAF Best Hospital 2009 and USAF #3 in Energy Reduction
- “Utilized resources better than any other commander; solved toughest childcare challenge in USAFE”; quality of life enhancements included a \$503K Community Center, \$70K mail service modernization and \$220M housing development

EDUCATION

Master of Social Science International Studies | Syracuse University – Maxwell School

Master of Arts in National Security Strategy | National Defense University – National War College

Master of Arts Military Operational Art & Science | Air University

Bachelor of Science Biology | U.S. Air Force Academy

Senior Executive Fellow | Harvard University | Cambridge, MA

Harvard Presidential Seminar for University Presidents | Harvard University | Cambridge, MA

Executive Leadership Seminar | University of Virginia – Darden School of Business | Charlottesville, VA

Teaching Quality Practices in Business Seminar | University of Tennessee | Knoxville, TN

PROFESSIONAL AFFILIATIONS

2020-Present: Board Member, National Defense Industry Association

2020-Present: Board member National Defense University Foundation

2020-Present: Member DC Federal City Council

2018-Present: Chair, Middle States Commission on Higher Education (Accreditation Board)

2017-2020: Advisor, NCAA Presidential Forum; advises the NCAA President

2017-2020: Member, Board of Directors, Mountain West Athletic Conference

1986-Present: Member/Volunteer, Order of Daedalians; mentor/coach young aviators early in their careers

NOTABLE AWARDS

Anti-Defamation League Americanism Award | Bronze Star Medal | Distinguished Service Medal | Defense Superior Service Medal (2) | Legion of Merit (3) | Meritorious Service Medal (3) | Air Medal (3)

REPRESENTATIVE SPEAKING ENGAGEMENTS

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| - Anti-Defamation League - Dignity & Respect | - National Conference of State Legislatures - Leadership |
| - Sarah Lawrence College - Leadership | - National Latina Women’s Symposium - Leadership |
| - CARS Symposium for National Charities - Leadership | - French Ecole De Gare - Modern Military Leadership |
| - Amazon 126 Labs - Leadership | - Foreign Policy Institute - Leadership in the World Today |
| - The Hudson Union Society - Leadership | - NCAA National Convention - Athletics and Academics |
| - RAND Corporation – Operational Research | - Ameren Leadership Summit - Leadership |
| - Husch Blackwell College and University President Summit - Executive Leadership | |