

CURRICULUM VITAE

PERSONAL INFORMATION

Name: Edward James Filiberti

Current Position: Associate Professor of Force Management Studies
U.S. Army War College
Department of Command, Leadership, and Management
122 Forbes Avenue
Carlisle, Pennsylvania 17013-5240
717-245-3715

ACADEMIC BACKGROUND

Education

1999 Master of Urban and Regional Planning (4.0 GPA)
University of Hawaii at Manoa (Main Campus)
Oahu, Hawaii

1988 Master of Military Art and Science (No GPA)
School of Advanced Military Studies (SAMS)
Fort Leavenworth, Kansas

1987 Master of Science in Administration (4.0 GPA)
Central Michigan University (extension program in Kansas)
Mt. Pleasant, MI

1974 Bachelor of Science (Areas of Concentration: Math & Engineering) (3.4 GPA)
United States Military Academy
West Point, New York

Key Military Training and Education

1995 U.S. Army War College

1988 School of Advanced Military Studies

1987 Command and General Staff College

1982 Combined Arms Services Staff School

1979 Operations Research Systems Analysis Military Applications Course I

1978 Infantry Officer Advanced Course

1975 Ranger School

1974 Infantry Officer Basic Course

1972 Airborne School

TEACHING EXPERIENCE

1999-Present Associate Professor of Force Management Studies (formerly Director,
Of Force Management Studies)
U.S. Army War College

Department of Command, Leadership, and Management
Carlisle, Pennsylvania 17013-5240

Courses Taught:

Graduate: 1999-Present: Strategic Leadership
1999-Present: Defense Management
1999-Present: Force Management
1999-2013: Joint Issues and Processes
2005-2012: Fundamentals of Strategic Thinking
2002-Present: Advanced Strategic Arts Program (ASAP) FM
2002-Present: Distant Education Program FM Grad Seminar

Undergraduate: 2003-2009: Basic Strategic Arts Program (BSAP) FM

PUBLICATIONS and PRESENTATIONS

Publications:

Allen, C. and Filiberti, E (2016). "The Future of Senior Service College Education: Heed the Clarion Call." Joint Force Quarterly, Issue 81, 2nd Quarter 2016: 48-53.

Biddle, S., Embrey, J., Filiberti, E., Kidder, S., Metz, S., Oelrich, I., and Shelton, R. (2004). "Toppling Saddam: Iraq and American Military Transformation." Strategic Studies Institute Monograph, U.S. Army War College, April 2004.

Filiberti, Edward J. (1987). "Command, Control and the Commander's Intent." Military Review, Vol 67, No 8: 54-59.

Filiberti, Edward J. (1988). "The Roots of Counter Insurgency Doctrine." Military Review, Vol 68, No. 1: 51-61.

Filiberti, Edward J. (1988). "Defining the Spectrum of Conflict – Towards a Unified National Strategy." Military Review, Vol 68, No 4: 34-43.

Filiberti, Edward J. (1995). "National Strategic Guidance: Do we need a standard format?" Parameters, Vol 25, No 3: 42-54.

Book Chapters:

Filiberti, E.J. (2015). "Chapter 3: Force Management," and "Chapter 4: Army Organization," in How the Army Runs: A Senior Leader Reference Handbook (2015-2016), ed. Louis G. Yuengert (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J. (2013). "Chapter 2: The Army Life Organizational Life Cycle," and "Chapter 3: Army Organizational Structure," in How the Army Runs: A Senior Leader Reference Handbook (2013-2014), ed. Harold Lord (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J. (2011). "Chapter 2: The Army Life Organizational Life Cycle," "Chapter 3: Army Organizational Structure," and "Chapter 5: Army Force Development" in How the Army

Runs: A Senior Leader Reference Handbook (2011-20012), ed. Harold Lord (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J, (2009). “Chapter 2: The Army Life Organizational Life Cycle,” “Chapter 3: Army Organizational Structure,” and “Chapter 5: Army Force Development” in How the Army Runs: A Senior Leader Reference Handbook (2009-2010), ed. Harold Lord (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J, (2007). “Chapter 2: The Army Life Organizational Life Cycle,” “Chapter 3: Army Organizational Structure,” and “Chapter 5: Army Force Development” in How the Army Runs: A Senior Leader Reference Handbook (2007-2008), ed. Harold Lord (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J, (2005). “Chapter 18: Intelligence Organization and Management” in How the Army Runs: A Senior Leader Reference Handbook (2005-2006), ed. Harold Lord (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J, (2003). “Chapter 1: Introduction” and “Chapter 18: Intelligence” in How the Army Runs: A Senior Leader Reference Handbook (2003-2004), ed. Edward J. Filiberti (Carlisle, Pennsylvania: U.S. Army War College).

Filiberti, E.J, (2001). “Chapter 1: Introduction” in How the Army Runs: A Senior Leader Reference Handbook (2001-2002), ed. Edward J. Filiberti (Carlisle, Pennsylvania: U.S. Army War College).

Other Papers and Ongoing Research:

Filiberti, E.J. (2016). “Generating Military Capabilities.” Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management. [Used as lesson reading in USAWC Core Course]

Filiberti, E.J. (2016). “Primer on Force Generation in the U.S. Navy.” Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management. [Used as lesson reading in USAWC Core Course]

Filiberti, E.J. (2016). “Primer on Force Generation in the U.S. Marine Corps.” Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management. [Used as lesson reading in USAWC Core Course]

Filiberti, E.J. (2013). “Emergent Strategic Teambuilding: Exploiting Social Networking.” Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management.

Filiberti, E.J. (2013). “Transformation: Continuing the Search for Conceptual Clarity,” Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management.

Filiberti, E.J. (2006) “TRADOC Area of Interest (TAI) # 2: Learning for Adaptation; Objective 6: Intermediate Level Education (ILE) Assessment.” TRADOC directed study, Carlisle, PA: U.S. Army War College.

Filiberti, E.J., Oman, J.R., and Thomas, J.H. (2001). "The Army Transformation: A Case Study," Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management.

Filiberti, E.J. (2000). "A Theoretical Construct For the Concepts of Center of Gravity and Decisive Point and Their Application to the Normandy Campaign," Research paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management.

Filiberti, E.J. (1996). Memorandum, Subject: Long Range Planning Analysis for USARPAC in 2020, "The Army in the Pacific 2020 Vision Statement." Fort Shafter HI: HQ, US Army Pacific. [Used as lesson reading in USAWC Core Course]

Filiberti, E.J. (1988). "Developing a Theory For Dynamic Campaign Planning," School of Advanced Military Studies (SAMS) Monograph. Leavenworth, KS: U.S. Army Advanced Military Studies Program.

Filiberti, E.J. (1987). "The Standard Operations Order Format: Is Its Current Form and Content Sufficient for Command and control?" School of Advanced Military Studies (SAMS) Monograph. Leavenworth, KS: U.S. Army Advanced Military Studies Program.

Faculty-Led Student Project Papers and Presentations:

Filiberti, E.J. ed., (2006). "Commanders Assessments of Conflict in Iraq." Study and Presentation to Congressionally mandated Iraq Study Group; co-chairs James A. Baker III, former secretary of state, and Lee H. Hamilton, former congressman; Members: Senator Alan Simpson; former justice Sandra Day O'Connor, former DCI Robert Gates, former Attorney General Ed Meese; and former presidential advisor Vernon Jordan (Sep 18, 2006, Washington D.C.: Institute of Peace).

Alexander, C.R. and Filiberti, E.J. eds. (2002). "FORSCOM Strategic Assessment." Student study and Analysis presented at the FORSCOM Commander's Conference (Mar 6-8, 2002: Fort McPhearson, GA).

Robinson, J.P. and Filiberti, E.J. eds. (2000). "Readiness Reporting in the U.S. Army." Student study and Analysis presented to the Chief of Staff of the Army (Jan 21, 2000: Carlisle Barracks, PA).

Select Invited Presentations:

Filiberti, E.J. (2011). "Putting Leadership Theory Into Practice and Strategic Teambuilding." Presentation to all civilian senior executives in the U.S. Army Audit Agency, Alexandria, Virginia.

Filiberti, E.J. (2001). "Fundamentals of Futuring and Strategic Planning." Presentation to Foreign Service Officers and facilitation of DOS group workshop, Carlisle, PA.

PROFESSIONAL EXPERIENCE (HIGHLIGHTS)

2005 Contract Consultant for TRADOC Scenario Development Study
TRADOC Analysis Center (TRAC), Fort Leavenworth, KS

- [Developed campaign concepts for classified scenarios for SW Asia Contingencies.]
- 2004-2005 Project Leader for Future Combat System Lead Systems Integrator Study
MPRI contract to Boeing Company
Arlington, Virginia
[Led and managed seven retired colonels on a comprehensive Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) evaluation of the \$170B FCS program.]
- 1996-1999 Command Duty Officer
J-3 (Current Operations), USPACOM
Camp H.M. Smith, Oahu, HI
[Supervised the 24-hour/7 days-a-week Combatant Command Watch Team that monitored, evaluated, and reported on political and military situations throughout the Asia-Pacific Region. Initiated and conducted Crisis Action Planning for 12 major crises and numerous others.]
- 1995-1996 Chief of Plans Division
Deputy Chief of Staff, Operations (DCSOPS), US Army Pacific Command
Fort Shafter, Oahu, HI
[Developed the strategic plans and policies, contingency planning, mobilization plans and programs, civil affairs planning, and future organizational vision and requirements for the army in the Asia-Pacific Theater.]
- 1991-1993 Battalion Commander
3-9 Infantry Battalion
Fort Lewis, Washington
[Led, managed, and trained an 600-person battalion. Responsible for the overall performance of the organization to include training and operations, personnel administration and management, maintenance of over 100 million dollars of equipment and facilities, supply accountability, and preservation of discipline, health, welfare, safety and morale of assigned personnel.]
- 1990-1991 Deputy Commander and Executive Officer
1st Brigade, 7th Infantry Division
Fort Ord, CA
[Planned, coordinated, directed and monitored the day-to-day activities of the supporting staff and the prompt and efficient staff coordination of operations, training, intelligence, administration, personnel management, and logistics functions for an organization exceeding 1700 assigned personnel.]
- 1988-1989 Assistant G-3 for Operations
G-3, 2nd Infantry Division
Camp Casey, Korea
[Responsible for the supervision and operations of the Division Tactical Operations Center (DTC) in Garrison and the Division Tactical Command Post (DTAC) during operations. Monitored Korean DMZ and reported incidents and activities to Combined Forces Army HQ.]

- 1982-1984 Test Design/Project Analyst
 Combat Development and Experimentation Command (CDEC)
 Fort Ord, CA
 [Involved in the design and analysis of experiments and operational tests for a broad array of weapon systems and Advanced Technology Demonstrations (ATD).]
- 1982-1984 Test Design/Project Analyst
 Combat Development and Experimentation Command (CDEC)
 Fort Ord, CA
 [Involved in the design and analysis of experiments and operational tests for a broad array of weapon systems and Advanced Technology Demonstrations (ATD).]
- 1980-1982 Company Commander
 Echo Company, 3rd Infantry Battalion (One Station Unit Training)
 Fort Benning, GA
 [Led, managed, and trained a 120-man training company]
- 1978-1980 Tactical Systems Analyst (Operations and Research Systems Analyst)
 Directorate of Combat Developments, US Army Infantry School and Center
 Fort Benning, GA
 [Analyst for the development of infantry proponent including development of Required Operational Capability (ROC) documents, Organizational and Operations (O&O) concepts, modeling and simulation (M&S) support, functional mission area analysis, and cost and cost and operational effectiveness analysis for a host of systems including the HMMWV and Bradley Fighting Vehicle multi-billion dollar programs.]

KEY SPECIAL RESEARCH PROJECTS AND CONSULTING EXPERIENCE

- 2016 External Peer Reviewer of RAND Corporation Document
 Performed external review of RAND document entitled “A Throughput-Based Analysis of Active Component/Reserve Component Mix,” by Michael Linick, Igor Mikolic-Torreira, Katharina Best, Alexander Stephenson, Jeremy Eckhause, Isaac Baruffi, Christopher Carson, Eric Duckworth, and Melissa Bauman [Project Leaders: Michael Inick, Igor Mikolic-Torreira].
- 2013 Chief of Staff, United States Army
 Performed the SSC/MEL-1 data analysis and co-authored the Position Paper for the USAWC Military Education Level 1 (MEL-1) study to establish the MEL-1 graduate density objectives for the Army following the current downsizing efforts (2013)]
- 2006 Commander, Training and Doctrine Command
 [Conducted an independent review of the Intermediate Level Education (ILE) Program for the TRADOC Commander (TRADOC Area of Interest (TAI) 2 – Learning for Adaptation). Assessed the overall program and wrote a comprehensive report that was briefed to the USAWC Commandant, CAC and

TRADOC Commanders and circulated to the Army G1 and G3/5/7. Assessment made a substantial impact on the design and conduct of ILE (2006)]

- 2006 Chief of Staff, United States Army
[Tasked to prepare select USAWC students to appear and testify before a Congressionally mandated Iraq Study Group consisting of co-chairs James A. Baker III, former secretary of state, and Lee H. Hamilton, former congressman; Senator Alan Simpson; former justice Sandra Day O'Connor, former DCI Robert Gates, former Attorney General Ed Meese; and former presidential advisor Vernon Jordan (2006).]
- 2005 Commander, TRADOC Analysis Center, (TRAC)
[Performed duties as a consultant for the development of TRADOC standard scenarios for the classified Modularity Southwest Asia Operational Assessment. Led a team of 8 retired senior officers in the development campaign concepts for classified scenarios in SW Asia. The study helped established the context for examining alternative Army modular organizational constructs (2005)]
- 2005 MPRI Contract to Boeing Company
[Led and managed a team of 7 retired Army colonels on a comprehensive one year study effort of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) and logistics & sustainment requirements of the Army's \$170 billion Future Combat System (FCS) brigade combat team (BCT) acquisition program. Conducted an in-depth analysis of Boeing/SAIC role as the Lead Systems Integrator (LSI) for the FCS system-of-systems. The study provided a detailed functional assessment of Boeing's and the Army's program management organizational structure, means to identify and respond to areas of risk and uncertainty, internal Boeing "Best Practices" and the development of management approaches capitalizing on decentralized, adaptive and collaborative methodologies (2004-2005).]
- 2003 Deputy Chief of Staff, G-3 United States Army
[Conducted a comprehensive analysis of the causes of the strategic outcomes for the conflict with Iraq and its implication for Army and Defense policy. One of six USAWC analysts selected for the study that travelled throughout the theater, conducted over 165 interviews of coalition and Iraqi senior leaders, and made numerous on-sight visits to battlefield engagement locations with the actual coalition participants. Report briefed to the highest levels of the military and in testimony to Congress (by Dr. Stephen Biddle, HASC, 21 Oct 2003)]
- 2002 Commander, US Forces Command (FORSCOM)
[Faculty advisor for a special study effort in support of a Forces Command (FORSCOM) comprehensive strategic assessment. The study provided a baseline for substantive revisions of the command's strategic plan and supporting campaign plans.]
- 2000 Chief of Staff of the Army
[Faculty advisor for the Chief of Staff of the Army directed special study effort that examined Army Readiness. The study resulted in substantial changes to the Army Unit Status Reporting (USR) system and served as the basis for the new

Strategic Readiness System. This is one of three studies that earned the Army Superior Unit Award for the USAWC (2000).]

AWARDS

- 2013 U.S. Army War College, General Brehon Burke Sumervell Chair of Management
- 1995 U.S. Army War College Foundation Writing Award Winner.
- 1986 Arter-Darby History Writing Award Winner, United States Army Command and General Staff College, Fort Leavenworth, Kansas.
- 1978 Honor Graduate, Operations Research and Systems Analysis Military Application Course 1, Fort Lee, Virginia.
- 1978 Honor Graduate, U.S. Army Infantry Officer Advanced Course, Fort Benning, Georgia.
- 1975 Honor Graduate, U.S. Army Infantry Ranger Course, Fort Benning, Georgia.

PROFESSIONAL ASSOCIATIONS

United States Organizational Managers Association
California Farm Bureau Federation
California Cattlemen's Association
Forest Landowners Association