

CURRICULUM VITAE

PERSONAL INFORMATION

Name: George J. Woods, III

Current Position: Associate Professor, Strategic Leadership
United States Army War College
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George.J.Woods6.civ@mail.mil

ACADEMIC BACKGROUND

Education

2008 Doctor of Philosophy
Public Administration
The Pennsylvania State University
State College, Pennsylvania

2002 Master of Strategic Studies
United States Army War College
Carlisle, Pennsylvania

1993 Master of Military Art and Science
School of Advanced Military Studies
Command and General Staff College
Fort Leavenworth, Kansas

1987 Master of Art
Organizational Psychology
Columbia University
New York, New York

1980 Bachelor of Science (Field of Study: National Security)
General Engineering
United States Military Academy
West Point, New York

Key Civilian Non-degree Education:

2011 Whole-of-Government Planning Course: Level One
National Defense University & U.S. Department of State
Ft. McNair, Washington, D.C.

2007 Advanced Negotiation Master Class
Harvard Law School
Cambridge, Massachusetts

- 2006 Negotiation and Leadership Course
Harvard Law School
Cambridge, Massachusetts
- 2005 International Negotiation: Art and Skills
Foreign Service Institute Negotiation Course
George P. Shultz National Foreign Affairs Training Center
Arlington, Virginia
- 2005 Mastering Negotiations: Building Dynamic Agreements
John F. Kennedy School of Government
Cambridge, Massachusetts
- 2004-2005 Education Policy Fellowship Program

Key Military Non-degree Education

- 2002 Advanced Strategic Art Program, U.S. Army War College
1993 NATO Peacekeeping Course, NATO School
1992 U.S. Army Command and General Staff College

TEACHING EXPERIENCE

- 2011-Present Professor, Strategic Leadership (Associate)
2009-2010 Director, Public Administration Studies
2002-2008 Director, Leader Development and Leadership Studies
United States Army War College
Department of Command, Leadership, and Management
Carlisle, Pennsylvania

Courses Taught:

Graduate level:

- 2002–2003: Course 1 (Leadership) and Course 3 (Defense Management) (**selected PUSAWC**)
- 2004–Present: Strategic Leadership (**Course Director AY 14-present**)
- 2004–Present: Joint Processes and Landpower Development/Defense Management
- 2005–2013: Strategic Thinking
- 2008–Present: Negotiations (**Course Director**)
- 2008–2009: Strategic Leadership (at the Senior Staff College in Kabul, Afghanistan)
- 2009 – 2014: U.S. Policy in Afghanistan (**Co-teacher**)

- 1988-1991 Assistant Professor
Department of Behavioral Sciences and Leadership
United States Military Academy
West Point, New York

Courses Taught:

Undergraduate:

- 1988–1991: Military Leadership
- 1989–1991: Motivation and Performance in Organizations (**Course Director**)

Graduate:

- 1989–1991: Motivation and Performance in Organizations (**Course Director**)

1990–1991: Military Leadership

PUBLICATIONS, PRESENTATIONS, and OTHER SIGNIFICANT CONTRIBUTIONS:

Publications:

Woods, G. J. "Developing Army Enterprise Leaders," *Military Review*, July-August 2015, co-author.

Woods, G. J. (2013). "Strategic Decision Making Paradigms: A Primer for Senior Leaders," *Strategic Leadership Primer*, co-author.

Woods, G. J. (2013). "Chapter 15: Army Training and Leader Development," *How the Army Runs: A Senior Leader Reference Handbook*, editor.

Woods, G. J. (2009). "The Strategic Leader as Negotiator," in *Strategic Leadership: The General's Art*, Dr. Mark Grandstaff and Georgia Sorenson, ed., Management Concepts, New York.

Woods, G. J. (2008). "Organizational Change: Its Impact on Identity, Commitment, Interorganizational Perceptions, and Behavior," Doctoral Dissertation, The Pennsylvania State University Graduate School of Public Affairs, State College, Pennsylvania.

Woods, G. J. (2003-4, 2005-6, 2007-8). "Chapter 21: Civil Functions of the Department of the Army," *How the Army Runs: A Senior Leader Reference Handbook*, editor.

Woods, G. J. (2006). "Securing Effective Leaders in Every Pennsylvania School," *Pennsylvania Educational Leadership*, 25, 2, 21-29. co-author.

Woods, G. J. (2005-2009). "Some Terminology and Definitions Used in 'Negotiating' Circles," *U.S. Army War College Strategic Leadership Course*, Carlisle, Pennsylvania.

Woods, G. J. (2002). "A U.S. Government Interagency Structure to Combat Transnational Terrorism," *Transformational Concepts for National Security in the 21st Century*, Strategic Studies Institute, Carlisle, Pennsylvania.

Woods, G.J. (1993). "In Pursuit of the Endstate-What's All the Fuss?" School of Advanced Military Studies monograph, Fort Leavenworth, Kansas.

Woods, G. J. (1992). "Women in the Infantry: The Effect on the Moral Domain," School of Advanced Military Studies monograph, Fort Leavenworth, Kansas.

Presentations:

Woods, G.J. (2015). "Developing the Senior Military Advisor". Inter-University Seminar on Armed Forces and Society International Conference, Chicago, Illinois.

Woods, G.J. (2014). "Relationship Management in Today's Coalition Environment." International Political Science Association World Congress, Montreal, Canada.

Woods, G. J. (May/Dec 2014) "Executive Leader Behavior," Command Sergeants Major Senior Executive Leader Course, U.S. Army War College, Carlisle, Pennsylvania.

Woods, G. J. (2012). "Influencing from the Middle," Senior Leader Seminar, Shepherdstown,

West Virginia.

- Woods, G. J. (2011). "Advising in the Afghan Ministries," I Corps Stability Operations Seminar, Joint Base Lewis-McChord, Washington.
- Woods, G. J. (2010). "Afghan National Security Forces Update," Adjutant General National Security Seminar, Carlisle, Pennsylvania.
- Woods, G. J. (2010). "Recommendations for Negotiation Education and Training at the Basic, Intermediate, and Senior Levels in the U.S. Army," McLean, Virginia.
- Woods, G. J. (2010). "Career Path Options for Senior Army Officers," Professional Development with 75th Fires Brigade, Fort Sill, Oklahoma.
- Woods, G. J. (2008). "Ethical Reasoning," Afghanistan Senior Staff College, Kabul, Afghanistan.
- Woods, G. J. (2007). "Teaching Strategic Leadership," New York Education Policy Fellowship, Carlisle, Pennsylvania.
- Woods, G. J. (2007). "Transformational Leadership," Department of State Senior Leader Staff Ride, Carlisle, Pennsylvania.
- Woods, G. J. (2007). "Leadership," Pennsylvania Department of Public Works. Grantham, Pennsylvania.
- Woods, G. J. (2006). "Learning Organizations and the After Action Review," Senior Leader Staff Ride, Carlisle, Pennsylvania.
- Woods, G. J. (2006). "Leadership," Pennsylvania Department of Public Works. Grantham, Pennsylvania.
- Woods, G. J. (2005). "A Qualified Leader for Every Pennsylvania School," The Pennsylvania Education Policy Fellowship Program, Harrisburg, Pennsylvania.
- Woods, G. J. (2005). "Leading Organizational Change," Senior Leader Staff Ride, Carlisle, Pennsylvania.
- Woods, G. J. (2005). "Battalion Commander's Expectations," United States Military Academy, West Point, New York.
- Woods, G.J. (2004). "Environmental Scanning and Vision," Pennsylvania Education Policy Fellowship, Carlisle, Pennsylvania.
- Woods, G.J. (2003). "Leadership," The Staff Judge Advocate General School, Charlottesville, Virginia.
- Woods, G. J. (1997). "Army Values and Character Development XXI," United States Army Warrant Officer School, Fort Rucker, Alabama.
- Woods, G. J. (1997). "Army Values and Character Development XXI," United States Army Sergeants Major Academy, Fort Bliss, Texas.

Woods, G. J. (1996). "Army Values and Character Development XXI," Headquarters, Department of the Army General Council, Pentagon, Washington, D.C. (U.S. Army Chief of Staff, Under Secretary of the Army, and senior HQDA staff in attendance)

Other significant contributions:

Faculty selection panel, Center for Strategic Leadership, US Army War College

Liaison Officer to the Chilean Army War College IAW the May 2014 Memorandum of Agreement signed by the Chilean Army Commander in Chief and Commandants of the U.S. Army War College and the Chilean Army War College (2014-2016)

Chairman, Department of Command, Leadership, and Management
Professor U.S. Army War College (PUSAWC) selection committee (2010, 2012, 2014, and 2015).

Moderator, three panels for the Chief of Staff of the Army's Sexual Harassment/Assault Response & Prevention (SHARP) Summit, 18-19 February 2015, Tysons Corner, Virginia.

Facilitator, USAWC Senior Leader Seminar (2012 and 2014).

Chair, TRADOC Commander's Panel Assessing the Efficacy of Negotiation Training and Education at the Basic, Intermediate, and Senior Levels in the U.S. Army, Unified Quest (2010).

PROFESSIONAL EXPERIENCE (HIGHLIGHTS):

2011 – Present Professor of Strategic Leadership
School of Strategic Landpower
U.S. Army War College
Carlisle, Pennsylvania

2010 – 2011 Ministerial Advisor
U.S. Army Peacekeeping and Stability Operations Institute
U.S. Army War College
Carlisle, Pennsylvania

2008 – 2009 Advisor to the Afghanistan Minister of National Defense
Combined Security Transition Command – Afghanistan
Kabul, Afghanistan

2002-2010 Professor, U.S. Army War College
Department of Command, Leadership, and Management
Carlisle, Pennsylvania

2000-2001 Operations Officer (G3)/Director of Plans, Training, and Mobilization
7th Infantry Division (Light) and Fort Carson
Fort Carson, Colorado

1998-2000 Commander/Special Assistant to the Chief of Staff
1st Battalion 41st Infantry Regiment (Mechanized)
3rd Brigade, 1st Armor Division and 24th Infantry Division (Mechanized)

Fort Riley, Kansas

PROFESSIONAL EXPERIENCE (HIGHLIGHTS) (continued):

- 1996-1997 Leadership Policy Officer
Human Resource Directorate
Office of the Deputy Chief of Staff for Personnel
Headquarters, Department of the Army
- 1994-1996 G3, Chief of Plans and Deputy G3
1st Infantry Division (Mechanized)
Wurzburg, Germany
- 1988-1991 Assistant Professor
Department of Behavioral Sciences and Leadership
United States Military Academy
West Point, New York

CONSULTING EXPERIENCE

- 2013 Assisted TRADOC in development of the Command Sergeants Major Executive
Leader Course
- 2010 to 2013 Ministry of Defense Advisor Program. Won first place in: "The Public Sector
Innovation Award For The 21st Century," recognizing innovation in the public
sector for programs that meet government's most pressing challenges. The
award acknowledges innovative yet practical approaches to transforming the way
government delivers its services and prepares for the challenges ahead. This
was awarded by the Human Capital Management for Government group in early
December.
- 2007-2008 Recognized by the USAWC Foundation Board Chairman for serving as a
representative of the USAWC Alumni Association for the merger of the USAWC
Foundation and the Alumni Association into a single organization
- 2004-2005 Cumberland County Commissioners' Emergency Services Panel, Carlisle,
Pennsylvania

AWARDS

- 2015 Achievement Medal for Civilian Service for PAJE accreditation support
- 2010 Legion of Merit, 30 years of Honorable Service in the U.S. Army
- 2009 Afghanistan's First Degree Baryal Medal, Distinguished service to the
Government of the Islamic Republic of Afghanistan
- 2007 Kentucky Colonel, Recognized by the Governor, State of Kentucky
- 2005 Pi Alpha Alpha, Public Administration Honor Society recognizing excellence in
scholarship
- 1997 Army Staff Identification Badge, Service on the Army Staff

PROFESSIONAL ASSOCIATIONS

American Society of Public Administration (2013-present)
Association of the United States Army (Lifetime Member)
International Political Science Association (2014-Present)
Inter-University Seminar on Armed Forces and Society Fellow (2015-Present)
Military Officers Association of America (Lifetime Member)
U.S. Army War College Alumni Association (Lifetime Member)
U.S. Military Academy Association of Graduates (Lifetime Member)
Pennsylvania State University Alumni Association (2014-present)

PROFESSIONAL FELLOWSHIPS:

2004-2005 Pennsylvania Education Policy Fellowship, Harrisburg, Pennsylvania