

## **CURRICULUM VITA**

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### **EDUCATION:**

U.S. Army War College (Carlisle Barracks, PA), 2003. M.A. Strategic Studies  
Georgia Institute of Technology (Atlanta, GA), 1990. M.S. Operations Research  
United States Military Academy (West Point, NY), 1981. B.S. No major

### **PROFESSIONAL ACADEMIC EXPERIENCE:**

PROFESSOR, DEFENSE LEADERSHIP AND ENTERPRISE MANAGEMENT, DEPARTMENT OF  
COMMAND, LEADERSHIP AND MANAGEMENT, UNITED STATES ARMY WAR COLLEGE, JUNE 2011-  
PRESENT. SUPERVISOR: COL Bobby Mundell, 717-245-4815.

- Responsible for instruction on the following topics: Leading Organizational Change; Futuring and Environmental Scanning; Strategic Leadership; Organizational Climate and Team Building; Organizational Culture; Military Service Culture; Strategic Negotiations; Multi-Cultural Leadership; Professional Military Ethics; Strategic Decision Making; Department of Defense (DoD) Budgeting; DoD Acquisition; Interagency Governmental Relations; Federal Budget; Joint Warfighting Theories, Strategies and Concepts; Strategic Communications; Science, Technology, and Industry; Force Management; Transformation; Critical Thinking; Ethical Reasoning; Systems Thinking; Creative Thinking; and Strategic Thinking.
- Responsible for assisting in developing the following lessons: Intro lesson for Strategic Leadership Course, Army Leader Day lesson, Defense Capabilities I and II and Industry Day lessons in the Defense Management course.
- Course director for AY14 and AY15 Defense Management core course.
- Developed and taught Responsible Command Elective in AY11-14.
- Developed and coordinated AY12 and AY13 Commandant's Lecture Series bringing significant speakers to the War College to engage with students on a common theme each year.

DIRECTOR, MILITARY REQUIREMENTS AND CAPABILITIES MANAGEMENT, DEPARTMENT  
OF COMMAND, LEADERSHIP AND MANAGEMENT, UNITED STATES ARMY WAR COLLEGE, JUNE  
2010-JUNE 2011. SUPERVISOR: COL (ret) JOHN TISSON THEN COL (ret) MIKE CHESNEY, 717-245-4815.

- Responsible for instruction on the following topics: Leading Organizational Change; Futuring and Environmental Scanning; Strategic Leadership; Organizational Climate and Team Building; Organizational Culture; Military Service Culture; Strategic Negotiations; Multi-Cultural Leadership; Professional Military Ethics; Strategic Decision Making; Department of Defense (DoD) Budgeting; DoD Acquisition; Interagency Governmental Relations; Federal Budget; Joint Warfighting Theories, Strategies and Concepts; Strategic Communications; Science, Technology, and Industry; Force

Management; Transformation; Critical Thinking; Ethical Reasoning; Systems Thinking; Creative Thinking; and Strategic Thinking.

- Responsible for assisting in developing the following lessons: Science and Technology and Acquisition; Defense Enterprise Management Capstone Exercise.

INSTRUCTOR/ASSISTANT PROFESSOR, DEPARTMENT OF MATHEMATICAL SCIENCES, WEST POINT, NY, JULY 1990-JUNE 1993.

- Provided instruction in 4 core mathematics courses over a three year period: Discrete Dynamical Systems, Single Variable Calculus, Multi-variable Calculus, Probability and Statistics.
- Responsible for the development and execution of the Probability and Statistics course for two semesters as the Course Director. In this capacity, supervised over 25 military and civilian instructors.
- Provided advice to Math and Operations Research majors on academic program choices. Planned and executed the departments Academic Enrichment Program for two years.

ADJUNCT PROFESSOR, SUNY NEW PALTZ, JANUARY-APRIL 1991, TEACHING PRE-CALCULUS

#### **SIGNIFICANT PROFESSIONAL MILITARY LEADERSHIP EXPERIENCE:**

CHIEF, ANALYSIS, EXPERIMENTATION, TESTING AND TECHNOLOGY DIVISION, CAPABILITIES INTEGRATION, PRIORITIZATION AND ANALYSIS DIRECTORATE, HQDA G-3/5/7, JULY 2008-JUNE 2010, SUPERVISOR: DR. DAVID MARKOWITZ, 703-695-0728.

- Responsible for management of the analysis effort to support materiel acquisition milestone decisions. Required to understand the materiel acquisition process and advise senior leaders on acquisition matters. Major programs supported include: Future Combat System, Ground Combat Vehicle, Joint Light Tactical Vehicle, Armed Aerial Scout, Warfighter Information Network-Tactical, and Joint Combat Target Identification-Ground.
- Proponent for Army Experimentation Program responsible for direction and support of Army experiments and Army participation in Joint experimentation.
- Army G-3/5/7 agency responsible for Test and Evaluation issues. Advised the HQDA G-3/5/7 on support for all Army materiel tests to include integration of tests to conserve resources. Served as the primary G-3/5/7 representative at the Test Schedule and Review Committee (TSARC). Responsible for preparation and execution of the Army's 5 Year Test Plan.
- Army G-3/5/7 agency responsible for Science and Technology issues. Advised the Army G-3/5/7 on priorities for development of technology to support the warfighter. Represented the G-3/5/7 at the quarterly Army-DARPA Senior Advisory Group sessions.

CHIEF OF STAFF, U.S. ARMY WAR COLLEGE, JULY 2005-JULY 2008. SUPERVISOR: LTG (ret) DAVID HUNTOON.

- Senior advisor to the Commandant, U.S. Army War College on Human Resource matters, Equal Opportunity, Public Affairs, and Strategic Planning.
- Acted as Deputy Commandant for 4 months and concurrently as Commandant for two months in their absence.
- Responsible for the development and execution of policies to support the USAWC mission of education of strategic leaders, research and publication on National Security issues, and Strategic Communications in support of the Army and DoD.
- On behalf of the Commandant, reviewed and approved for publication all articles, monographs, and books published by the USAWC.
- Supervised the Civilian Personnel Action Center. Responsible for transitioning almost 230 civilian employees to the National Security Personnel System (NSPS) to include scheduling and executing training for all employees and supervisors, developing NSPS policies for the USAWC, and monitoring implementation of NSPS during the transition year.
- Advised student class leadership on War College issues. Advised individual students from the Resident and Distance Education Courses on professional and personal issues. In conjunction with the Deputy Commandant and the Dean, advised the Commandant on the disposition of student personnel and academic issues affecting eligibility of students to complete the War College course.

CHIEF OF STAFF, COALITION FORCES LAND COMPONENT COMMAND/3<sup>RD</sup> ARMY, KUWAIT APRIL 2004-MAY 2005, SUPERVISOR: LTG (ret) GARY SPEER.

- Responsible for staff actions and coordination for a 3-star Joint and Coalition forward deployed headquarters (included 7 General Officers). Included responsibility for: facilities allocation and maintenance, personnel management for over 200 deployed Soldiers and officers, planning for and execution of a \$13 billion budget in support of three Joint Task Forces (OEF, OIF, Horn of Africa) and 3 Area Support Groups (Kuwait, Saudi Arabia, Qatar), the daily function of a headquarters supporting the efforts of the Theater Support Command, Theater Signal Command, and Theater Transportation Command.
- Represented the CFLCC Commander in weekly updates to the U.S. Ambassador to Kuwait and in coordinating actions throughout Kuwait with the U.S. Embassy and the Kuwaiti General Staff.
- Coordinated and executed the administration of hundreds of VIP visits to Kuwait to include over 20 Congressional delegations.
- Coordinated the staff actions to provide for the execution of Title 10 responsibilities of the headquarters as the Army Service Component Command (ASCC) for CENTCOM. This included travel to Afghanistan, Iraq, Qatar, and Europe for direct staff coordination.

COMMANDER, 3<sup>RD</sup> BATTALION, 321<sup>ST</sup> FIELD ARTILLERY, FT. BRAGG, NC JUNE 1998-JUNE 2000

- Responsible for operational effectiveness, training and well being of over 500 Soldiers and their families.
- Responsible for \$350K annual operating budget and several million dollars of equipment.
- Responsible for the leader development of over 30 commissioned officers and over 70 non-commissioned officers.

CHIEF, OFFICERS BRANCH, FORECASTING AND ANALYSIS DIVISION, HQDA DCSPER, JUNE 1996-JUNE 1998.

- Responsible for forecasting and analysis of commissioned officer strength to support the \$20 billion Army personnel budget.
- Advised the Assistant Deputy Chief of Staff for Personnel (2-star) on personnel policy issues that affected the strength of the officer corps. Included in this was a requirement to be the Army Staff expert on the Defense Officer Personnel Management Act (DOPMA).

#### **PAPERS AND CASE STUDIES:**

- "CSA Manning Initiative: What Happened to it and Why?," April 2003.
- "The Army Staff and Secretariat," July 2012. Used in support of the Strategic Leadership course.
- "The Roles of a Strategic Leader: Mintzberg's Framework," July 2012. Co-authored with Dr. Craig Bullis and Dr. Andrew Hill. Used in support of the Strategic Leadership course.
- Four case studies used in the core curriculum:
  - o "Army Future Combat System Program," revised September 2012.
  - o "The Business Case for the F-22 Raptor," modified from Darden School case study for use at the USAWC; co-author with COL David Arrieta, February 2012.
  - o "The Scope of Strategic Leadership: General Gordon R. Sullivan," co-authored with Dr. Craig Bullis and Dr. Andrew Hill, June 2012
  - o "The Scope of Strategic Leadership: General Raymond Odierno, Confirmation Hearings for Chief of Staff of the Army, July 2011," co-authored with Dr. Andrew Hill, May 2013

#### **PROFESSIONAL ORGANIZATIONS-MEMBERSHIPS:**

USAWC Faculty Council; Executive Secretary (2014-15)  
USAWC Foundation Life Member (2005-present)  
Association of the United States Army Life Member (1981-present)  
Phi Kappa Phi academic honor society (1980)