

## **CURRICULUM VITAE**

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### **AREAS OF PRACTICAL EXPERTISE:**

Strategic Leader Education/Development  
Experiential Education Design and Execution  
Executive Leadership, Staff Synchronization and Change Management  
Project Management/Leadership  
Antiterrorism and Force Protection Planning, Systems Development and Operational Execution  
Operational and Strategic Planning; System Theory and Campaign Design  
American Military History with Emphasis on Civil War, Reconstruction and the Industrial Revolution  
Combined Arms Operations, Reconnaissance, Surveillance and Targeting

### **EDUCATION:**

U.S. Army War College, Omar Bradley Leadership Program, M.A. Strategic Studies 2004  
University of Missouri - Kansas City (MO), M.P.A. Public Administration – Org Behavior, 1994  
U.S. Army Command and General Staff College, (Fort Leavenworth, KS.), Resident, 1993  
U.S. Army Combined Arms and Services Staff School (CAS3), (Fort Leavenworth, KS.), 1990  
Wake Forest University (Winston-Salem, N.C.), B.A. History, 1981

### **OTHER RELEVANT EDUCATION AND QUALIFICATIONS:**

Army Strategic Leader Development Program (ASLDP) – Intermediate Executive Course, Keenan-Flagler School of Business, University of North Carolina - Chapel Hill, March 2012  
Joint Staff (J3) Antiterrorism Force Protection Level IV Certification (Washington, DC) May 2010  
U.S. Army Force Management School, Army/Joint Staff Officer Orientation Course, January 2009  
US Army Antiterrorism Force Protection Officer Certification - Level I, II & III; 2007  
TS/SCI Security Clearance  
Bi-Lingual – Spanish (Read, Write and Speak – Fluency)

Graduate of numerous military schools specializing in leadership, personnel management, and systems analysis of operational through tactical operations

### **OTHER RELEVANT EDUCATION AND QUALIFICATIONS:**

Member, Editorial Board, Homeland Defense and Civil Support Journal, Professional non-military journal, October 2013 to present  
Contracting Officer Representative Course, Defense Acquisition University, July 2015  
Acquisition Ethics Course, Defense Acquisition University, July 2015  
Special Operations and Interagency Combating Terrorism Course, Special Operations University, April 2010  
BOEING Company – Executive Ethics and Leadership Seminar (St Louis, MO), April 2005

## PROFESSIONAL ACADEMIC EXPERIENCE:

**Associate Professor, Strategic Leader Development/ Director, Senior Leader Seminar (SLS) and Senior Leader Seminar Phase II – GO Course (SLS PII)/ Deputy Director Executive Leader Course (ELC) , Center for Strategic Leadership and Development, US Army WarCollege, Carlisle Barracks, PA July 2011 – Present**

- Serving as an Associate Professor, Strategic Leader Development and Director of Senior Leader Seminar (SLS) programs. Supervises 6 full time employees: one (1) Title 10 Associate Professor (ELC director/ SLS Deputy Director) Department of the Army civilian employee, one (1) Title 5 – GS 12 Department of the Army civilian employee, and four (4) contract employees. Supervises 6 part-time contracted employees. Supervises and executes all duties as program director, planner and manager of the SLS/ SLS PII/ ELC programs and their budgets of approximately \$3.64 million. Executes all budget priority identification planning, development, execution and reconciliation duties.

-Serving as Course Director, lesson author and faculty member for the Senior Leader Seminar – Senior Leader Development Course (40 hours) Plan, coordinate, and execute all requirements for the conduct of the course. Perform duties as Course Director, lesson author and primary faculty member for each iteration of SLS. Lead all aspects of SLS development, management, course/ lesson preparation and academic execution in order to develop and prepare select senior Army Colonels, Command Sergeants Major, Chief Warrant Officer 5 (CW5), and Department of the Army and Interagency GS 15 federal civilians for duty as senior advisor and key staff duties for national level civilian and military three/ four star flag officer strategic leaders in the Interagency, DoD, HQ Dept. of the Army and JOINT forces. Lead author of the SLS Course Directive and author of 20 select lesson plans. Perform as primary faculty and seminar facilitator for SLS conduct and delivery. Execute/ lead all phases of faculty development (Strategic Facilitator, faculty, and seminar facilitation) on course conduct and delivery. Provide strategic education for students in the domains of Strategy, Army Enterprise Development, Organizational Management, the Military Profession, Expeditionary Thinking and Joint Warfighting. Develop U.S. government contract requirements including the Performance Work Statements for 1 ea. SLS Strategic Facilitator, serve as Contracting Officer's Representative (COR) for the SLS Strategic Facilitator (retired LTG/ MG) task orders. Supervise and manage the SLS budget (\$1.5 million/FY) and prepare the SLS MOI/SOP.

-Serving as Course Director, lesson author and faculty member for Army Strategic Leadership Development Program (ASLDP) Course – Senior Leader Seminar Phase II (SLS PII) - GO Course (120 hours). A unique Army Chief of Staff (CSA) - directed course to develop and prepare selected Army senior COLs up to promotable Brigadier general officers for successful service as future national level 3 and 4 star flag officer positions of responsibility and leadership at the strategic level in the Interagency, Dept. of Defense (DoD), Headquarters, Dept. of the Army and JOINT forces. Leading all aspects of development, management and academic execution of the course including plans, coordination, resources, and pedagogy. Perform as principal author of the SLS PII Course Directive and author of 40 select lesson plans. Perform as primary faculty and seminar facilitator for SLS PII conduct and delivery. Execute/ lead all phases of faculty development (Strategic Facilitator, Strategic Coaches, and Strategic Writing Coach/Research Support assistants, faculty, staff and seminar facilitation) on course conduct and delivery. Provide strategic education for students in the domains of National and international Strategy, National and Combatant Command leadership, Department of Defense and Dept. of the Army Enterprise development and leadership, Organizational Management, the Military Profession, Expeditionary Thinking and Joint Interagency Intergovernmental Multinational (JIIM) organizational culture and leadership, strategic judgment, oral and written communication at the strategic level, and personal self-assessment/ development/ resiliency. Develop U.S. government contract requirements including the Performance Work Statements for 1 ea. SLS PII Curriculum Development and Operations Support, 2 ea. Strategic Coaches (Retired LTGs), and 2 ea. Strategic Writing Coaches and Research Support (Retired PhDs). Serve as Contracting Officer's Representative (COR) for all SLS II task orders. Supervise and manage the SLSII budget (\$1.3M/FY) and prepare the SLS MOI/SOP.

-Serving as Deputy Course Director, lesson author and primary faculty member for the development, preparation, management and academic execution of the Executive Leader Course (ELC) – Senior Leader Development Course (80 hours). Performs duties as Deputy Course Director, lesson author and primary faculty member for ELC. Assists/ executes or supervises all aspects of course development, management and academic execution of the ELC to develop and prepare select senior Army Command and Staff Sergeants Majors for service as GO level advisors and strategic leaders in the Army and JOINT force. Assists/ executes or

supervises course preparation activities and development of all required course material including preparation of the course method of instruction. Co-author of the ELC Course Directive and co-author of 30 select lesson plans. Performs as primary faculty for discrete lessons and seminar facilitator for ELC conduct and delivery. Assists/ executes faculty development (Strategic Facilitator, faculty, and seminar facilitation) on course conduct and delivery. Provides strategic education in the domains of Strategy, Army Enterprise Development, Organizational Management, the Military Profession, Expeditionary Thinking and Joint Warfighting.

-Developed all contract requirements including Performance Work Statements, Initial Government Costs Estimates (IGCE)s, (AMO) and administrative documentation/ request requirements for six (6) U.S government contract actions: one (1) SLS Strategic Facilitator (Retired 2 or 3 star general officer); one (1) SLS PII Curriculum Developer and Operations Support; two (2) SLS PII Strategic Coach positions (Retired 3 star general officer); two (2) SLS PII Strategic Writing Coach and Research Support (Retired PhD) positions. Performs six (6) Contracting Officer's Representative (COR) duties for SLS Strategic Facilitator and for all five (5) SLS PII task orders.

-Co-lead Strategic Working Group on a new NCO Professional Development System (NCOPDS) – NCO 2020 for 18 months. Culminated in a 1 week seminar held at the USAWC with the Sergeant Major of the Army (SMA). Co- authored development of the foundational Key Tasks List and Learning Outcomes for senior NCO leaders at the nominative (strategic level). Additional work included: research and data gathering, analysis, synthesis and development of a new NCOPDS - NCO-2020; additional developmental/ educational initiatives for NCOs at the strategic including the inaugurals CSM/SGM Executive Education Course (Pilot May 2014) and establishment of the Executive Leader Course (December 2014). Assisted in ongoing PME requirements and curriculum review actions, leading to a formal review working group scheduled for Mar/Apr 2016.

-USAWC Co-lead for the Army Strategic Leadership Development Program (ASLDP) Working Group on the review and redesign of all Army general officer strategic level Professional Military Education (PME). Participated in a 1 week Mission Analysis and Courses of Action development for presentation to the Chief of Staff of the Army (CSA). Co- authored development of the foundational Knowledge, Skills and Attributes as first guiding principles for the review. Additional work will included data gathering, analysis, synthesis and development of a new ASLDP.

-CSL faculty member for the US Army War College AY16 General Officer Integrated Research Project advising student's participants and assisting in data collection and report development, Additional work will included research and data gathering, analysis, synthesis and co-author of the research report for delivery to the Vice Chief of Staff of the Army with the objective of improving content in current GO and field grade officer PME courses.

-Participated in Strategic Working Groups developing learning objectives and strategic level development and education for Senior Warrant Officers and DA Civilian Education System (CES) – ongoing.

-Performs USAWC action officer duties as staff lead for Army Strategic Leader Development program (ASLDP), co-lead for Army Leader Development program (APLD), and co-lead for Noncommissioned Officer Development System – NCO 2025 (NCODPS).

-Supported US Army efforts to aid our interagency partners and allies in the development of officer, federal civilian and NCO Professional Development System by consulting, advising and providing academic/ curriculum assistance on executive-level education development including: British Army 's new Sergeant Major of the Army; the strategic PME review by the Army Chief of Staff of Chile; USAWC redesign of JSROC PME program for 40 + Reserve component flag officers resulting in the implementation of a new Pilot program scheduled for February 2016; Army National Guard Bureau/ Headquarters professional development program; Department of Defense Force Protection Branch professional development program; and Service on the USAWC action group to develop initial course design for the Afghanistan National Army (ANA) strategic leader course for flag officers to be executed by the NATO command.

-Served as a blind peer reviewer for the USAWC Homeland Defense and Civil Support Journal having

reviewed over 4 articles for publication and counting.

-Served as a facilitator for the USAWC's continued participation in the Federal Deposit Insurance Corporation's (FDIC's) headquarters and regional cyber education events for educational war-games distributed across the nation. Will aid in the development of FDCI's cyber mitigation strategy and war-games to validate its efficacy.

-Served on the CSLD faculty team for 8 iterations of the International Strategic Crisis Negotiation Exercise (ISCNE) as the seminar faculty/facilitator for the United States Delegation for students from Penn State University and the Center for Strategic and International Studies (CSIS)

-Affiliated with five resident course seminars; assisted with instruction on multiple lessons

-Sponsored 3 International Fellows from Colombia; advised/ mentored each student on all written and oral work; advised on 3 graduate level student research projects

-Advised 16 graduate level student research projects (7 resident students and 9 USAWC Fellows) in AYs 12 thru AY 16

-Served as a Commandant's Reading Program (CRP) advisor for 15 resident course students in AY 13 thru AY 15; participated in all CRP sessions and reviewed/graded more than 75 student book reviews

-Served as a Deputy, National Security Advisor controller for the AY 12 Strategic Decision Making Exercise (SDME)

-Served as a faculty escort for the AY 12 thru AY 14 USAWC resident course Washington DC trip

-Selected to serve as a member of the USAWC Transformation TF/TF 2020, which developed new organizational designs for the US Army War College

-Selected to serve as a member and co-leader of the Strategic Support Goal team for the USAWC Academic Strategic Review to build the foundation for a comprehensive US Army War College academic strategy

-Selected to serve as a member of the Faculty Council Curriculum Review Committee, which provide consolidated COAs /recommendations for submission and approval by USAWC leadership and implementation starting with US Army War College AY 14.

-Served as the USAWC's primary Action Officer for the Army Leader Development Program (ALDP) and Forum (ALDF); served as USAWC resident expert and integrator of all program requirements, initiative execution and council of colonels decisions, USAWC working group leader and prepared/ briefed USAWC leadership on ALDP initiatives, program and forum issues

-Served as the USAWC's Action Officer for the Army Training steering committee (TGOSC) through HQDA G3/5/7; served as USAWC staff lead and integrator of program requirements, council of colonels briefs/ decisions, and prepared/ briefed USAWC leadership (D/Commandant) on briefs and TGOSC issues

-Led USAWC effort and served as primary Action Officer (AO) on the Center for the Army Profession and Ethic's (CAPE) development of the Virtual Experience Immersive Learning Simulation (VEILS) project for the USAWC; served as primary editor and reviewer of all course material, led USAWC beta test of course work during SLS 13-01 of this innovative interactive Army senior leader education program

-Served as chair for the Deputy Director SLS (Title 10) hiring panel; served as a member of two additional Title 10 hiring panels for the Center for Strategic Leadership and Development (CSLD)

**Chief of Staff, United States Army War College, June 2008 – June 2011**

-Integrated all internal staff support and principal staff and directorates of USAWC in support of core missions - education, strategic communications, research and publication. Supervised/ managed the development and implementation of all planning initiatives and policy issues

-Integrated and coordinated all staff sections, management of personnel assignments (Human resource Division) and hiring actions (Civilian Personnel Office), budgets (Resource Management) and plans and operations (Dir, P&O) to assure efficient functioning of the USAWC. Supervised, managed and coordinated the support of special staff: Public Affairs, Executive Services, Security Office, Informational and Signal, Logistics and Maintenance, Safety and Equal Opportunity. Led a staff of approximately 600 personnel

-Served as the USAWC's oversight, editorial review and release authority of all USAWC publications, monographs, essays and manuscripts – personally (peer) reviewed over 150 articles and 30 research studies

-Served as a principal (voting) member of the Strategic Planning Council, Operations Board, Academic Planning Committee

-Served as a principal (voting) member of the USAWC Title 10 Board; served as a member of the Academic Board and numerous other governing bodies

-Served as a proxy member (for the Commandant, USAWC) on the Board of Visitors for the Naval Post Graduate School; executed all duties IAW the prescribed governing documents

-Served as Faculty Advisor for two USAWC Class student governing councils (29 students each year), the Class President and Academic Advisor for 3 Strategic Research Project (SRP)

**Director, Leadership and Command Instruction, Department of Command, Leadership and Management (DCLM), United States Army War College, Carlisle, PA, July 2008 – June 2009**

-Served as primary DCLM instructor for the following topics: Leading Organization Change; Futuring and Environmental Scanning; Strategic Leadership; Organizational Climate and Team Building; Organization Culture; Military Service Culture; Strategic Negotiations; Multi-Cultural Leadership; Professional Military Ethics; Civil-Military Relations; 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; Just War Theory and International Law; National Security, Policy and Strategy; Critical Thinking; Ethical Reasoning; Systems Thinking; Creative Thinking; and Strategic Thinking

-Developed the lesson plan and served as primary instructor for the U.S. Army - Military Service Cultures class

-Served as Course Director, Lesson Author and co-instructor for a for a 2 credit hour U.S. Army War College's elective course on Leading and Managing Organization Change

-Responsible for escort duties during U.S. Army War College's annual visits to New York City, N.Y. and Washington, D.C. - Capitol Hill academic trips

-Responsible for mentoring the Army and Air Force Service Staff cell in the U.S. Army War College's annual Strategic Decision Making Exercise

-Served as Faculty Advisor for 6 USAWC students and 2 Strategic Research Project (SRP) papers.

-Served as principle editor for HQDA G3/5/7's development of FM 3-07.2 Antiterrorism (March 2009) Author's draft; the edited version was then circulated to the field for review, input, approval and eventually published as FM 3-07.2 Antiterrorism (February 2011)

-Served as a member of a USAWC Title 10 hiring panel for the Department of Military Strategy, Planning and Operations

**Chief of Staff and Deputy Commandant, U.S. Corps of Cadets (USCC), U.S. Military Academy, West Point, NY, Sep 2005 – June 2007.**

-Led the academic, physical and military development, discipline and welfare of the 4,400 U.S. Army cadets at West Point; led the US Corps of Cadets academic review process (Grey book) for academic deficiency and retention review boards

-Served as a primary member on the USMA Academic General Committee. Served as a member on the USMA Middle States Commission for higher learning accreditation committee. Served, on an as needed basis, as the Commandant's proxy member for the USMA Academic Board

-Represented the U.S. Corps of Cadets on all military education and training requirements for multiple Army Budget cycles, successfully briefing the TT PEG three times, ensuring all requirements were appropriately funded for continued development, fielding, execution or modernization, as appropriate

-Integrated all internal staff support and principal staff and directorates of USCC in support of core missions - education, strategic communications, research and publication. Supervised/ managed the development and implementation of all planning initiatives and policy issues

-Led the integration and coordination of all staff sections, management of personnel assignments (Human resource Division) and hiring actions (Civilian Personnel Office), budgets (Resource Management) and plans and operations (Dir, P&O) to assure efficient functioning of the USCC. Supervises and coordinates the support of special staff: Public Affairs, Executive Services, Security Office, Information and Signal, Logistics and Maintenance, Safety and Equal Opportunity. Approx 500 personnel

-Served as NCAA academic advisor for the USMA Baseball team

**Director, Simon Center for the Professional Military Ethic, U.S. Corps of Cadets, U. S. Military Academy, West Point, NY, June 2004 – June 2006.**

- Served as director/ department head for the academy's Center of Excellence on the Professional Military Ethic. Led the development and execution of doctrine and curriculum to develop a professional concept of Officership in cadets and throughout the institutional Army and Joint communities

-Coordinated, integrated and assessed USMA programs and activities toward this advanced scholarship on Officership and the Professional Military Ethic in both the institutional Army and Joint communities. Supervised the development and performed senior editor duties for the "Officership" concept paper (by Dr. Richard Swain) to inform Army doctrine and professional military education for officers. This concept was incorporated into FM 6-22, Army Leadership (2005) and later formed the basis of the current Army Profession campaign and creation of the Center for the Army Profession and Ethic (CAPE)

-Supervised the development and performed senior editor duties for The Armed Forces Officer. Published by Joint Staff J-7, 2006; NDU Press and Potomac Books, Inc, 2007

-Conceived and developed the U.S. Military Academy's character development course model - Professional Military Ethic Education (PME2) - comprised of 300 hours of instruction. Served as Course Director, principal lesson author, and faculty – instructor. Developed and led all faculty development. Conducted all program oversight and management including assessments. Responsible for over 300 hours of instruction, coordinating and directing 120 professors instructing over 4,400 students annually on complex curriculum related to character development. Topics of instruction include: Leading diverse organizations; Equal Opportunity; Team Building; Organizational Behavior; Honor code; Sexual Assault; Individual and Group Behavior; Crisis Management. The academy still uses PME2 as its means for character development and education

-Developed the Simon Center into a unique and effective organization with a sound business plan to assure its future stability. The first hybrid organization of its kind in the Commandant's program comprised of

military and civilian staff funded by a combination of federal and private financial resources. Managed private funding in excess of \$10million annually

- Led the administration and assessment of Cadet Leader Development System – Honor Code and Respect code for 4,400 USMA cadets

- Served as NCAA academic advisor for the USMA Baseball team

**Regimental Tactical Officer (Commander)**, 1st Regiment, U.S. Corps of Cadets, U.S. Military Academy, West Point, NY, June 2002 – July 2003

- Provided for the command, administration and welfare of approximately 1,100 U. S. Army cadets and their professional development to as commissioned Army officer and leaders of character. Developed attributes of leaders of character with emphasis on integrity, discipline, morality and strong senses of duty and responsibility through a positive and balance command environment

- Led the execution and assessment of the Cadet Leadership Development System in 6 critical developmental domains: Academic, Military, Physical, Ethical, Spiritual and Social

- Served as a primary member of the USMA Admissions Committee

- Led the professional development of Regiments tactical Noncommissioned Officers and Officers.

**Instructor, U.S. Army Reserve Training Corps (ROTC)**, University of Florida, March 1989 - June 1993

- Developed, managed and instructed undergraduate level university curriculum and training programs to educate and train U.S. Army cadets in pre-commissioning skills. Lesson titles include the Army as Profession; Introduction to Army Leadership; Military Operations and Tactics; Goal Setting and Accomplishment; Applied Leadership Theory; Principles of War and Law of War

- Maintained and fostered relationships with university staff and faculty, surrounding community leaders and Reserve component commanders to encourage their support for the ROTC and University of Florida programs; served on the Admissions Committee

- Served as the primary recruiting operations and enrollment officer. Served as mentor and leader of Ranger Club, on campus fraternity and director of the regional Combined Federal Campaign drive for northeast Florida

### **Professional Military Leadership Experience:**

**Chief, Antiterrorism Force Protection**, Multinational Corps Iraq, Baghdad, Iraq, June 2007 – June 2008

- Led all antiterrorism force protection policy development, operations planning, operations execution/ oversight and assessments for Multinational Corps – Iraq and the Operation Iraqi Freedom (OIF) AOR, including Corps, theater and land component command level planning, policy development and joint security assessments

- Executed force protection assessments of forward operating bases, joint security stations and combat outposts in the Iraqi theater of operations

- Coordinated with the Rapid Equipping Force, Army Material Command and Joint IED Defeat Organization (JIEDDO) to field emerging technologies. Coordinate with product managers to resolve fielding, training and maintenance requirements for all Force protection systems

- Staff leader for the development, staffing, procurement and fielding of a \$1.2 Billion ground bases ISR system of systems for joint and tactical bases - BETSS-C (Base Expeditionary Targeting and Surveillance Sensors-Combined). Coordinated with DA, JOINT and Congressional staffs to include acquiring the Secretary

of Defense's approval. Finalized rapid fielding initiatives, funding for procurement and fielding throughout Iraq. Adapted BETSS-C is also the primary ground base ISR surveillance/ protection system for all FOBs in the Afghanistan AOR

-Developed and led the composition, implementation and execution of a theater wide escalation of force and Civilian Arming Policy for Multi-national Forces-Iraq (MNF-I) and the Operation Iraqi Freedom (OIF) AOR. Served as principal author and staff proponent for a new policy governing the arming of civilians on the battlefield. A remedy for the *Blackwater Company* incident (SEP 2007) and a first of its kind, the policy created the MOA (signed by the Secretaries of State and Defense) and procedures for approval, governance and tactical control of all armed Title 10 and Title 22 federal civilians and contractors in the OIF AOR. The policy delegated full authority, responsibility and control to Land Component Commander (MNC-I). As the staff proponent, I led and managed the entire Civilian Arming Program for the Iraq AOR. This policy was also adopted to govern all civilians within Operation Enduring Freedom (OEF) and the Afghanistan AOR.

-Staff leader for analyzing, prioritizing and recommending funding priorities for secure basing strategy, force protection materials procurement and fielding

#### **Staff General Secretary (SGS), III Corps and Fort Hood, Fort Hood, TX, June 2001 – June 2002**

-Led coordination and administration within the command group consisting of 4 U.S. Army General Officers (LTG, MG –US, MG - CAN, BG). Responsible for coordinating actions, executive decisions and all correspondence among the Corps, Staff and Installation agencies

-Served as Executive Officer for the Corps Chief of Staff

#### **Commander, 1st Battalion, 82nd Field Artillery, 1st Cavalry Division, Fort Hood, TX, June 1999 – June 2001**

-Served as commander and led command, control, training and welfare of 670 U.S. Soldiers in support of worldwide contingency operations in an Armored Cavalry Division. Responsible for the readiness and accountability of \$75 million of equipment and an annual budget over \$1.3 million

-Established programs and assures the professional development of Soldiers, Noncommissioned Officers and Officers

#### **Fire Support and Operations Trainer/ Observer Controller (OC), National Training Center, Fort Irwin, CA, April 1997 – June 1999**

-Served as doctrinal expert for all battalion operations systems which includes plans, operation and execution of field artillery battalion, movement and fires. Primary trainer for Operations Officer and staff for correct doctrinal, tactical and technical procedures

-Served as doctrinal expert for integration and synchronization of fire support for Brigade and Division level operations. Primary trainer for fire support coordinator (FSCoord) and Brigade Fire Support Officer

-Led an observer controller training team to assist the Idaho NG train and prepare the first NG "Roundout Brigade" to fully deploy and complete a Brigade Combat Team rotation at the National Training Center

#### **Deputy Fire Support Coordinator (DIVARTY Fire Plans Officer) 1st Cavalry Division Artillery, Fort Hood, TX, May 1996 – April 1997**

-Served as lead for planner and coordinator of both lethal and non-lethal fires for an Armored Cavalry Division and its fire support assets; Developed fire support plans, target lists, support coordination measures, radar protection zones, coordinates TACAIR (JOINT) with US. Air Force and Naval gun fire within the Division and Corps battle space. Key member of Division Plans team

-Served as the program manager for a new Combat Observation Lasing Team (COLT) concept integrating a combination of enhanced light/ heavy COLT teams, Air Force TAC air teams, air defense recon teams and scouts within the Division and Brigade reconnaissance network

**Operations Officer and Brigade Fire Support Officer (FA Battalion Fire Plans Officer), 3d Battalion, 82nd FA, 1st Cavalry Division, Fort Hood, TX, June 1994 – June 1996**

-Led all aspects of plans, operations and training of a 155mm Howitzer Field Artillery battalion. Supervised the staff preparation of all unit plans, fires, movement and synchronization within the Brigade Combat Team and Division battle space

-Served as lead for planner and coordinator of both lethal and non-lethal fires for an Armored Brigade and its fire support assets; Developed fire support plans, target lists, support coordination measures, radar protection zones, coordinates TACAIR (JOINT) with US. Air Force and Naval gun fire

**Commander, Bravo Battery, 1st Battalion, 32nd FA (Lance), Republic of Korea, January 1988 – March 1989**

-Commanded and responsible for training, administration, and welfare of 208 U.S and Republic of Korea Soldiers; delivered safe, effective and timely artillery fires, including a nuclear support mission, with a forward deployed artillery battery, in support of US and Republic of Korea forces

-Managed an annual budget in excess of \$170K and maintained real property valued in excess of \$12 million

**Commander, Charlie Battery, 1st Battalion, 32nd FA (Lance), Fort Sill, OK, June 1986 – January 1988.**

-Commanded and responsible for training, administration, and welfare of 108 U.S Soldiers; delivered safe, effective and timely artillery fires, including a nuclear support mission, with a Tier 1 artillery battery, prepared to support contingency deployment missions to the Republic of Korea and Southwest Asia

-Managed an annual budget in excess of \$170K and maintained real property valued in excess of \$12 million

**OTHER RELEVANT WORK EXPERIENCE:**

**Graduate Studies Internship – City Auditor’s Office, Kansas City, MO, Spring 1994**

-Assisted the City Auditor with the assessment and organizational effectiveness of city programs, budgets, and contracts

-As part of a 3 man team, researched and developed a new city health care program for all city employees. Conducted collective bargaining with Police and Firefighter’s unions; provided in-depth briefings to the Council, City Manager and Mayor. Developed the implementation plan that received unanimous approval by the city government; the program annually saved Kansas City in excess of \$10 million dollars

**Regional Director, Northeast Florida Combined Federal Campaign (CFC), Gainesville, FL, Fall 1991**

-Served as regional leader for the development, organization and execution of Combined Federal Campaign for the northeast region of Florida. Members included all VA hospital, military installations and service members in the region. Raised \$135, 000 – a 23% increase over the previous year

**Awards:**

2014 Department of the Army Achievement Medal for Civilian Service as Course Director leading the development and execution of the Senior Leader Seminar Phase II General Officer’s Course (Strategic/ Executive Education)

2012 Commander’s Award for Civilian Service in recognition of contributions to the US Army War College Transformation TF/TF 2020 team

1994 MPA, University of Missouri – Kansas City – High Honors

1988 III Corps Artillery Douglas MacArthur Leadership Award winner and FORSCOM nominee  
1981 U.S. Army ROTC, Wake Forest University; Assoc. of the U.S Army (AUSA) Leadership Award

### **Military Decorations:**

Legion of Merit (2 awards) Bronze  
Star Medal  
Meritorious Service Medal (8 awards) Army  
Commendation Medal (2 awards) Army  
Achievement Medal  
Joint Meritorious Unit Award (2 awards) National  
Defense Service Medal (2 awards) Southwest  
Asia Service Medal  
Iraq Campaign Medal  
Global War on Terrorism Expeditionary Medal  
Korean Defense Service Medal  
Humanitarian Service Medal  
Military Outstanding Volunteer Service Medal  
Army Service Ribbon  
Overseas Service Ribbon (3 awards) Air  
Assault Badge

### **Professional Organizations – Memberships:**

Member, Cumberland County Chamber of Commerce (present)  
Member, U.S. Army War College Foundation and Alumni Association (Life member) Member,  
Army Association of the United States Army (Life member)  
Member, Military Officers Association (Life Member)  
U. S. Army Field Artillery Association, (Life Member)  
1st Cavalry Division Association, (Life Member)  
Veterans of Foreign Wars – Pending  
Council, Member/ President, Mary Queen of Peace Catholic Community, Carlisle Barracks - (Present)  
Knights of Columbus, St Patrick's and Mary Queen of Peace Catholic Community (Present)

### **Publications – Book Chapters:**

Bourque, A. G. "Public Affairs", *How the Army Runs: A Senior Leader Reference Handbook*, U.S. Army War College, Carlisle, PA, 2009.

### **Publications – Book:**

*The Armed Forces Officer*. Published by Joint Staff J-7, 2006; NDU Press and Potomac Books, Inc, 2007.  
(Member of Service Academy writing team as Supervisor, Editor for West Point submissions)

### **Publications – Articles/ Papers:**

"The Pen and The Sword: The New NCO Professional Development System – NCO 2020," (Co-Writers: Alan Bourque, Dr. Aubrey Butts, Lary Dorsett, and CSM Richard Dailey), *Military Review* NCO edition (November-December 2014) (Accepted for publication by COL A. Friederich - Maggard – Director, Military Review).

Swain, Richard. "Officership," the U.S. Army's concept paper on Army Officership to inform Army doctrine and professional military education for officers incorporated in FM 6-22, the Army leadership manual, 2005.  
(Supervisor, Editor)

"Setting a New Course for Senior Leaders", *Army Magazine*, Volume 64, Number 8, August 2014

“Developing New Education for Nominative Sergeants Major”, (Co-writers: Jim Shufelt, Alan G Bourque, and COL Michael C Howitz), Army Magazine, Volume 65, Number 9, September 2014

Bourque, A.G. “Changing U.S. Strategy in South America: Adjusting and Exporting Plan Colombia,” *U.S. Army War College Course*, MSS Strategic Research Project, March 2004.

### **Presentations:**

Bourque, A. G. (2009). Antiterrorism Force Protection Policy vs Practicality in the Deployed AOR. Featured speaker during U.S. Army World Wide Antiterrorism Force Protection Conference, hosted by HQDA staff (G3/5/7 – Force protection), Orlando Florida.

Bourque, A. G. (2009). Panel discussion - Leading Organization Change. Young Presidents Organization/Chicago. Senior Leader Staff Ride and Offsite, Carlisle, Pennsylvania.

Bourque, A. G. (2008). Leading Organization Change, Harley Davidson Manufacturing (York, PA plant leadership). Leading and Managing Change Offsite, Carlisle, Pennsylvania.

Bourque, A. G. (2007). Cadet Leadership Develop System – International Conference of Military Academies, Bogota, Colombia.

Bourque, A. G. (2007). Why Values Matter in Developing Effective Leaders, Pennsylvania Businessmen’s Association. Opening session of monthly fellowship program, Allentown, Pennsylvania.

Bourque, A. G. (2006). Cadet Leadership Develop System, Bernardo O’Higgins Military Academy, Santiago, Chile.

Bourque, A. G. (2006). The Professional Ethic and Leading Values based Organizations. Lecture and seminar with 50 mid-level and senior management employees – Boeing School, St Louis MO.

Bourque, A. G. (2006, 2005, 2004). Developing Leaders to Lead Values based Organizations. Executive Leaders Organization, Lecture and seminar with 100 mid-level and senior management employees, New York, NY.

Bourque, A. G. (2005). Cadet Leadership Develop System – US Naval Academy McCain Conference. Emphasis was on the newly developed Character Development curriculum/ program. Attended by all military academies.

Bourque, A. G. (2005). Cadet Leadership Develop System – US Air Force Academy Ethics Conference. Emphasis was on the newly developed Character Development curriculum/ program.

Bourque, A. G. (2004). Member of Ethics Panel, National Conference on Ethics in America, sponsored by U.S. Military Academy, West Point, NY