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United States Army War College

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Education

Temple University, Ph.D., International Relations, 2009

United States Army War College, MSS, Strategic Studies, 2004

University of Oklahoma, MA, Economics, 1990

Monmouth College, BA, Business Administration and Economics, 1983

Teaching

Faculty Instructor, United States Army War College. Jun 2007 – Aug 2009, & Jul 2012-present

As a faculty member in the Department of Distance Education, I teach an online seminar of up to 30 students in the following subjects: Strategic Leadership, National Security and Strategy, War and Military Strategy, and Regional Issues and Interests. I develop and teach online electives on National Strategy in the European Region and Economics and National Security. My seminars and courses consistently receive positive student feedback on course surveys and during AARs. I accomplished this through a mix of self-paced online readings; course author instructional videos; asynchronous, on-line discussion forums; and rigorous written assessments. I also introduced the use of synchronous instruction, using Defense Connect Online, to improve student outcomes. I also teach two resident courses (including a graduate seminar on Globalization and Non-state Actors, or NATO and the European Union). I have previously taught the Economics Elective to the resident program.

Adjunct Professor, Gettysburg College, Aug 2012 - present

I teach one undergraduate level class per semester on Non-state Actors and Global Governance; International Political Economy; or the North Atlantic Treaty Organization, and the European Union. My classes received highly positive comments from the Department Chair and on student course evaluations.

Governance

Director, First Year Studies, United States Army War College, Sep 2009 – Jun 2012

I was responsible for over 19 faculty, contractors, and staff in a blended (resident and online), distance education, program resulting in award of a Master's Degree in Strategic Studies for approximately 350-365 students per year. I ensured compliance with and accreditation from Middle States Commission on Higher Education and the military joint education agency. I supervised, integrated and synchronized the curriculum for the five core courses in the first year program: Strategic Leadership, National Security Policy and Strategy, War and Military Strategy, Regional Issues and Interests, Strategic Leadership

in a Global Environment. In 2012, all courses were given an overall satisfaction rate of 95%, or better in student surveys. I was commended by both the Commandant and the Dean on the quality of the program and rated above center of mass on every officer evaluation.

During my tenure, I revised the advising and mentoring program and created an online, effective writing program to assist students in meeting academic standards. I also instituted the seminar-based, learning environment during the first year program. As a result of these efforts, we reduced attrition from 30% in 2009 to around 26% in 2012. Additionally, I revised and restructured the courses to better integrate the curriculum and successfully accomplish external learning objectives across the two year program.

Professor of Military Science, Southern Illinois University Edwardsville, Mar 2000-Jun 2003.

This course, taught to ROTC cadets, was an undergraduate level study of leadership. It introduced formal management skills including problem analysis, planning techniques, and the delegation and control of activities, providing an understanding of the modern army and creating a forum for discussing professional and ethical decisions faced by commissioned officers. I also taught a class on the Art of War. This course, taught as a university elective, was an undergraduate level study of the history of warfare. This course covered the development of warfare and tactics from ancient times through 20th century warfare. It provided students the opportunity to discover insights from selected military campaigns and concluded with a notional future battle analysis. The program was ranked 4th out of 270 ROTC programs nationally for the 2001-2002 school year.

Most Recent Military Positions (30 years of active service)

Comptroller/Deputy Chief of Staff, Resource Management, Multinational Forces Iraq, Jun 2004 - Jul 2005.

I served as the resource manager for the Commander of the Multinational Forces in Iraq. In addition to developing fiscal guidance and policies, I developed and briefed resource requirements to the Ambassador and the four star commander. In this position, I identified and coordinated resource requirements with other agencies, the U.S. Mission, and the Interim Iraqi Government. My staff and I also monitored, managed and reported execution of a \$10 billion operating budget, including \$390 million in the Commander's Emergency Response Program.

Comptroller, Combined Joint Planning Staff, NATO, Mons, Belgium, Sep 1997 - Feb 2000.

On this multinational staff, I was responsible for planning, budgeting and executing a \$118 million NATO exercise budget as well as developing capability packages for an alliance-wide, multinational headquarters consisting of \$162 million in capital investment, \$31 million in annual operating costs, and 1,800 manpower positions. In this position I was able to work with all 19 NATO countries as well as the Western European Union (WEU) and the European Union (EU). In doing so, I had to provide information and brief high level NATO organizations such as the Military Committee, Military Budget Committee and the WEU Exercise Committee as required.

Book

Stepping Up: Burden-Sharing by NATO's Newest Members, Book. November 2014, Strategic Studies Institute, United States Army War College.

Articles/Monographs

New NATO Members: Security Consumers or Producers, Monograph. April 2009, Strategic Studies Institute, United States Army War College.

Call Out the Minuteman, Available from the Defense Technical Information Center. United States Army War College Strategy Research Project, 2004.

Book Reviews

Nojeim, Michael and David Kilroy. *Days of Decision: Turning Points in U.S. Foreign Policy. Parameters*, Winter-Spring 2013.

Naim, Moises. *The End of Power. Parameters*, Summer 2014.

Conferences, and Paper Presentations

Application of Strategic Landpower to Address Deviant Globalization, co-author Avram Isaacson, Presented at the "Post 9-11 Strategic Landpower Conference," Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, PA, December 2, 2015.

European Security Challenges. Presented at the Eisenhower Institute faculty panel, "Protect and Defend: Foreign Policy in the 21st Century," Gettysburg College, Gettysburg, PA, February 26, 2015.

NATO's Future. Participated in a strategic war game evaluating the obstacles facing NATO in fulfilling its Strategic Concept. Center for Strategic Leadership and Development, Carlisle Barracks, PA, December 10-11, 2014.

Burden-sharing in the European Union. Presented at the annual Northeast Political Science Association Regional Conference, Philadelphia, PA, November 14, 2013.

U.S. Space Policy: The Militarization of Space. Presented at the Eisenhower Institute faculty panel, Gettysburg College, Gettysburg, PA, October 22, 2013.

Crafting National Strategy. Presented to the Packaging Corporation of America during their Strategic Leader Staff Ride, Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, PA, October 6, 2011.

NATO's Culminating Point. Presented at the annual Northeast Political Science Association Regional Conference, Philadelphia, PA, November 19, 2009.

Smart Power and Contemporary Challenges. Presented at the Illinois National Guard Senior Leadership Conference, Chicago, IL, August 9, 2009.

Introduction to National Security Strategy. Reserve Component National Security Issues Seminar, Washington, D.C., May 4, 2009.

International Relations: 21st Century Issues. Reserve Component National Security Issues Seminar, Washington, D.C., May 4, 2009.

International Relations: 21st Century Issues. Reserve Component National Security Issues Seminar, Washington, D.C., April 28, 2008.

New Members, New Burdens: Burden sharing in NATO. Presented at the annual Global Temple Conference, Temple University, November 13, 2007 and Northeast Political Science Association Regional Conference, Philadelphia, PA, November 16, 2007.

The Changing Nature of Grand Strategy, Presenter for United States Army War College Panel at the Inter-University Seminar, Chicago, Illinois, October 26-28, 2007.

U.S. Military Intervention and Democratization, Presented at the annual Pennsylvania Political Science Association and Mid-Atlantic Studies Association Meeting, March 31, 2006.

Honors and Grants

Awarded the General George S. Patton U.S. Army War College Research Grant, 2007
Selected, U.S. Army War College Professor Program, 2005
Graduated cum laude, Monmouth College, 1983

Associations Memberships

The American Political Science Association

Midwest Political Science Association

Rotary International, Youth Exchange Committee & Junior Achievement, Chair