

Curriculum Vita

MICHAEL A. MARRA, Col, USAF (Retired), MPA, MSS

Associate Professor of Military Studies

Director of Security Force Assistance

Department of Military Strategy, Planning and Operations

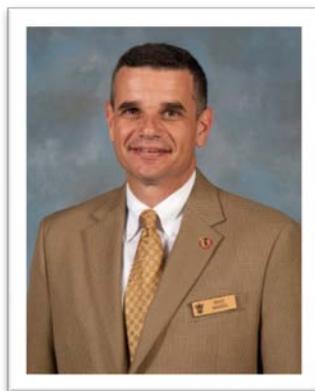
US Army War College, Carlisle Barracks, Carlisle, PA 17013-5242

Home: (717)-249-8438, 24 Hour: (717)-448-5295 Work: (717)-245-4701

MICHAEL.A.MARRA2.CIV@MAIL.MIL MARRACLAN@HOTMAIL.COM

Clearance: TS-SCI was granted on 3 Apr 13 by DOD CAF

Updated 20 Sep 2013



Objective

Continue to serve the nation as an Associate Professor at the United States Army War College (USAWC) where my experience in operational planning, and strong communication and leadership skills can be used to educate the future leaders of the United States and other countries in strategic leadership, strategy formulation and operational art. Additionally, I desire to serve the USAWC in the capacity of a scholar and researcher to enable the institution to act as an effective and responsive “think factory” for the Department of Defense, the Joint/Coalition Force, and the US Army.

Professional Summary

Effectively led organizations and managed resources in units ranging in size from 120 to 250 personnel in a wide range of national security missions during my service in the United States Air Force, to include coalition, joint, general purpose and special operations forces. Consistently created a climate that fostered initiative and responsibility, and recognized excellence resulting in cohesive, well-trained and resilient organization. Rapidly grasped concepts of highly technical disciplines, and presented complex ideas and policy recommendations to senior decision-makers. Responsible for leading change in the Joint Force in the areas of senior leader education and planning while most recently serving at two war colleges as a faculty instructor/professor.

Skills and Experience

Leadership and Teambuilding:

- 27 years of commissioned officer service in the US military, of which seven years held command or deputy command responsibility at the Colonel, Lieutenant Colonel and Major (all field grade) levels in leading units in the US and overseas, to include multiple joint/coalition wartime deployments to different conflicts, continents and countries; an additional seven years experience in senior developmental education teaching at both the United States Army War College and at the National Defense University
- Three USAF award-winning organizations while in command; Contingency Response Group, Air Mobility Squadron, and Tactical Air Control Party units
- Built Best Wing Safety Team in the Air Force, to include air, ground and explosive specialists; preserved lives and enabled combat power on both US and Coalition Airbases worldwide
- Lead Department of Defense member of Joint Interagency Task Force (JIATF) to liberate 404 Moroccan PoW's from the war in the Western Sahara in the late 1970's; PoW's were held in captivity in Algeria in 2006 who had been held by "The Polisario" in a remote Sahara Desert facility since 1979; flawlessly executed multifaceted mission with high diplomatic payoff; Senator's McCain and Lugar present with USEUCOM Commander on scene (GEN Jones, USMC); African access a key end state to this sensitive political/military/interagency mission conducted in a remote and austere location near Tindouf, Algeria
- Leader of multiple logistical and operational planning efforts/ responsibilities at all echelons; built planning teams from concept to execution (outlined below)
- For three of seven years was "senior faculty member" of teaching teams at the USAWC or at ICAF; forged comprehensive approaches to teambuilding and cooperative efforts in an adult-learning environment to achieve a very high level of effectiveness for seminar groups during the core curriculum

Wartime and other Military Experience in relating to students during the study of War and Warfare via the Social/Human Dimension:

- Strong ability to relate the experience of war, warfare and the management of violence to students making the transition from the tactical and operational world to the strategic realm of responsibility; Veteran of Operations Desert Storm (Gulf War), Restore Hope (Somalia), Uphold Democracy (Haiti), Deny Flight/Joint Endeavor (Bosnia), Sharp Edge (Liberia), Operation Enduring Freedom (Central Asia), and Operation Iraqi Freedom (Iraq) with many other smaller contingencies; as a planner, aviator and ground forces commander; expeditionary leader – very credible as an educator on the topic of war, strategy and war planning in the seminar of the nation's premier war college; fully comprehends the gravity and issues from direct experience in applying kinetic lethal fires/effects and directing others to apply them as well; understands what it means to receive lethal fires; finally, understands sanctity of life issues, as has experienced friendly/enemy/civilian non-combatant loss-of-life at very close proximity
- Experiences in all warfighting domains; land, sea, air, space and cyber – at all levels; tactical, operational and strategic – in a multitude of wars and conflicts; major combat operations to small-scale special operations to peacekeeping to theater security cooperation and engagement efforts, provide the USAWC a well-rounded and seasoned practitioner who is very well-versed in all the major joint warfighting functions, providing the students with key perspectives of decades of wisdom and experience in the officer profession
- As a seasoned special operations officer and command briefer for the commanding general of the Air Force Special Operations Command, directly participated in speeches, presentations, and demonstrations representing the entire 12,000 person worldwide organization to Heads of State, Congress, and other key Civilian leaders in furthering national objectives and interests; key in forging Civ-Mil trust and confidence

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- Air Force Logistics Plans Officer; parlayed experience into war planning and serving Air Force One and Air Force Two as a Lead Advance Officer; directly responsible for the safe and timely movement of the President and Vice-President of the United States worldwide while travelling ahead and with them on Visits of State; supreme responsibility to our nation, the President and the First Family for 3.5 years serving the White House Military Office (WHMO)
- Extensive experience in education and training at strategic, operational and tactical levels through 27 years of service; multiple leadership roles in both education and training; Commander of the US Air Force's Tactical Air Control Party School and the Air Force's Combat Weather Training Center
- Master Aviator/Navigator with over 3,500 flying hours, including combat time, in multiple variants of attack and transport aircraft, to include civil aircraft; additional 1,200 hours of pilot time; understand the air domain and very close relationship to the cyber and space domains to support the land and sea mission
- Actually lived/served overseas for extended periods of time "on the economy" to experience a foreign culture, language, customs, and how that civilian population accepted or rejected US military members on their soil; three extended tours and numerous (30+) other overseas deployments worldwide representing the USAF and the USA on many single aircraft or small team visits to foreign nations both friendly and hostile to the United States; key to understanding Civ-Mil relationships within and outside the United States

Teaching at the US Army War College and at National Defense University

At the US Army War College:

- Current member of the Department of Military Strategy, Planning and Operations since June, 2011
- Successfully delivered DMSPO Core Curriculum content in Academic Years 2007, 08, 09, 10, 12, 13 and 14; peer and student feedback always among the very best – "named in feedback" each year from US, Joint, Alliance and Coalition Partner students; also appreciated by teaching team each year
- Subjects covered included: Environment of Combatant Commander, Homeland Defense and Defense Support of Civil Authorities, Strategic Direction to include all the major national strategies and policies/concepts, the "comprehensive approach" or whole of government efforts in security matters, Cyber Operations, the Domains of Warfighting (land, sea, air, space, cyber) and how the DoD strives for cross-domain synergies, the Global Commons and what they mean for the DoD, Landpower as a focus area, Setting and Maintaining the Theater from a logistics standpoint, Intelligence and Protection, Communication Synchronization, formerly known as Strategic Communication, Multinational Operations, Movement, Maneuver and Fires, Mission Command and Command and Control, the Integration of Joint Functions, Adaptive Planning and Design Methodologies, Operational Art and Operational Design, Theater Strategy, Joint Planning, and Crisis Action Planning
- Module Chief for academic year 2013 and 2014; responsible for a team of five professors developing core curriculum for five lessons to open Theater Strategy and Campaigning for AY '13
- Module Chief for academic years 2009 and 2010 for carrier scenario (Nigeria); responsible for all materials to support exercise; coordinated/synchronized DMSPO faculty to produce comprehensive LVL II Operational Plan – still being used in JWASP in 2013; outstanding planning template for LVL II plan
- Planned, organized, researched, and executed a new elective called "Foundations of Building Partner Capacity" (BPC) in AY 2012; only one of its kind throughout all senior developmental education (war colleges)
- Subjects covered included: The International Relations Theory, Policies and Context of BPC, the National Strategies and Direction concerning BPC, the Authorities and Resourcing of BPC, the DoD in BPC, Government Agencies in BPC, Non-Governmental Organizations in BPC, Assessments of BPC, Design and Planning of BPC in Theater, Execution in Theater Case Study on PLAN COLOMBIA, and Challenges to the future of BPC

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- Fully subscribed in both elective terms (II and III) for both AY 2012 and 2013; synthesis of all security cooperation/security assistance, security force assistance type programs spanning the DoD and integrating all elements of national power to “build capacity” in allies/partners; demonstrates “strategy in action” to shape theaters and prevent war, but if necessary, be postured to prevail in war through our partner building efforts abroad; feedback from first year very positive
- One of a handful of professors who teach the same elective in Terms II and III (back to back) due to high student demand; goes the extra mile for the students
- First ever course to incorporate an “on-line” course from the Defense Institute of Security Cooperation Management (DISAM) embedded into the BPC elective; student complete the “Introduction to Security Cooperation Course” and are certified by DISAM as part of the research/reading requirements; initiative lauded by the Defense Security Cooperation Agency (DSCA) as “novel and effective integration of education enterprises” across the DOD – takes advantage of security assistance case-management expertise and provides students the best-possible learning opportunity in this strategic yet technical area
- Volunteered to initiate a BPC Distance Education elective in BPC; built from scratch; successful first year content delivered to students around the globe (DE2342), resulted in very good feedback for a first-time course in a new mode of delivery for me; continued in AY '13 by Department of Distance Education
- Volunteered to teach a “Professional Interest Area” (PIA) to the Joint Warfighting (Advanced) Studies Program (JWASP) on BPC in AY '13; subscribed – delivered a “mini-elective” over four-day period
- Program being reviewed by Office of the Secretary of Defense, Policy and Strategy (Partnership Strategy) for a possible template for other professional military education programs (2013).
- Taught JWASP in academic years 2007, 08, 09 and 10 as a core faculty member, with lead responsibilities in years 2009 and 10; over 60 students total from 12 different nations; top ratings
- Designed and developed first-ever JWASP “Media Panel” bringing in top journalists speaking on military issues in global media; panel still continued as “model of teaching/understanding our media”
- Taught a TOP SECRET “Cyber Operations,” a mini-elective (5 lessons) on offensive and defensive cyber actions on a national and theater level; arranged for “hands-on” education at the National Defense University “I-College,” where students personally developed cyber viruses, worms, and other nefarious electronic/digital weapons as an example of low “cost of entry” by actors who would do harm to others, to include SCADA attacks on key infrastructure; also included a full tour of the National Security Agency where students received TS information/guidance to parlay back into their next assignments and beyond
- Helped design and execute the “Foundations of Military Power” for AY '09; Services fully explained
- Taught “Theater Logistics” as an elective in academic year 2007 as an assistant to a USAWC (PhD) Professor; responsible for much lesson content, speakers, classroom logistics and grading presentations
- Taught “Airpower” to the Advanced Strategic Art Program (ASAP) academic years 2012 and 2013 as a subject matter expert; delivered SME content in self-developed lesson spanning both theory and practice
- Taught numerous times for DNSS/DCLM counterparts who desired assistance or who required a substituted; trusted by peers to deliver content as designed; expert facilitator – delivered many Strategic Thinking lessons during the opening phases of academics each year; faculty instructor for “Ethical Thinking,” “Strategic Thinking,” and “Creative Thinking” lessons early in the academic year; also leads team synthesis exercise stressing “Mission Command” as a philosophy underpinned by a deep appreciation of creativity, innovation, adaptation and cultural awareness to inculcate a holistic thinking methodology and associated pathologies
- Initiated the “Survivor’s Group” in DMSPO during AY 07 for first-year faculty in delivering complex lessons; drew upon the experience and wisdom of professors to garner the best practices for execution; practice still continued to help new and seasoned faculty in delivering the best lessons to students
- Volunteered to be team leader for the NSPS policy/strategy exercise (AY 13); team developed a cohesive approach to the South China Sea issue and briefed it to the entire staff, faculty and student body, and

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specifically to Asst SECDEF for International Security Affairs Franklin D. Kramer for assessment; lauded for depth, breadth and clarity

At National Defense University:

The Industrial College of the Armed Forces: (Now the Eisenhower School of Strategy and Resourcing)
-Slated faculty in the Department of Military Strategy and Logistics responsible for a seminar through the core curriculum, academic year 2011 at Fort Leslie McNair, Washington, DC. – Received laudatory comments as first-year professor; highest student ratings possible – helped shape curriculum for AY ‘13
-- Successfully led a diverse seminar through Military Strategy and Logistics; honed/refined strategic thinking skills; 30+ lesson course – longest at ICAF; Student assessment of his superb abilities in the top percentile; rated "highly effective" by 93% of ICAF students which was highest among first-year faculty delivering new content/material; outstanding “cross-tell” between USAWC and ICAF during this period
- Served on ICAF Academic Assessment Group; devised metrics in student surveys; critical feedback to leadership to determine measures of performance and measures of effectiveness in student body
- Represented ICAF on new NDU Cyber Issues Working Group; relentless efforts in knowledge; charter member of this “community of practice” to scan/assess cyber education environment making ICAF the premier war college to provide a locus/focus for this emerging new domain

Research and Scholarship: (please note many of these contributions were/are still considered “research and scholarship” in academic and military circles)

-Author with Dr. William Pierce, Somalia 20 Years Later – Lessons Learned, Re-Learned and Forgotten, Sep 11th 2013, Small Wars Journal. (18 page scholarly article)
-Contributor with Dr. William Pierce (lead author), “Defense Strategic Guidance, Thoughtful Choices and Security Cooperation,” – has been submitted to Joint Force Quarterly in February 2013; awaiting publication in 2013/14. This article proposes a methodology to help combatant command planners make “thoughtful choices” on where and how to conduct security cooperation.
-Rewrote Chapter 4-16 of “How the Army Runs” to update the knowledge on the Joint Operations, Planning and Execution System (JOPES) to include the Adaptive Planning and Execution System (APEX)
-Contributor to the DoD Joint Staff guidebook “Planner’s Handbook for Operational Design.” This is a 150 page book on the intellectual underpinnings of the “design methodology” and how it informs commanders during the design/planning process; much of it being incorporated into JP-3.0 and 5.0.
-Helped write a chapter on the “History of Air Force Special Operations” specifically focusing on the conflict in Somalia – as planner and combatant in that conflict, added many substantive paragraphs
-Helped write an article on “OIF – 10 Years Later” focusing on my part of the opening of Bashur Airfield in Northern Iraq during the first phase of Operation Iraqi Freedom I in March of 2003
-Researched, edited and saw published contributions to Joint Publication 3.33, “Joint Task Force Headquarters” which is a foundational publication influencing the form and function of a JTF
-USAWC key contributor and researcher for changes to Joint Publication 3-16, “Multinational Operations,” a keystone publication for critical alliance and coalition strategy and operations
-By-Name-Request from the RAND CORPORATION to sit at “round-tables” on major defense sector topics; latest was on military operations in Africa and their effectiveness; informed Service Chiefs; major research went into RAND publication on the USAF and USA’s effectiveness during the Global War on Terrorism
-Major contributor on a small-team effort to prepare an Army Flag Officer at SHAPE HQ on “the Afghan Environment” before he assumed a critical staff position informing and influencing key partners
-Contributor to the re-write of Joint Publication 5.0 – Joint Operational Planning; keystone publication for military planners worldwide, including alliance and coalition partners

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- USAF and USAWC direct contributor to Joint Publication 3-17, “Air Mobility Operations,” which took significant research and resulted in many substantive changes in how both Services approach operations
- Key researcher and writing contributor to Joint Publication 3-09.3, Close Air Support Operations
- Travelled to the Combined Arms Center (CAC) to be part of a working –cell to codify the Army approach to “Design” in all Army Field Manuals and Joint Publications; groundbreaking conceptual work; recommended epistemological approaches to teaching/learning this nuanced concept for the Army
- Substantive research and input into Joint Publication 3-18, “Forcible Entry,” where actual working knowledge of a combat vertical insertion into Northern Iraq during OIF 1, March 2003, was codified into worldwide guidance; critical to future success of this concept
- Scientific research and comment for Joint Publication 4-03, “Fuel and Water,” in establishing key resources during a force projection of major combat operational forces; lessons learned from reality a key factor in changes, updates and revision; future forces advantaged by this scholarly research
- Multiple articles for external (to the DoD) publication in progress; writing efforts will pivot to publications for magazines and periodicals as articles, and research for scholarly journals, as the USAWC leadership has now directed

Service and Citizenship

External Service:

- Developed relationships through my deep interest in “building partner capacity” resulting in “enduring partnerships” with various outside agencies and organizations. These relationships have taken the shape of exchanges, briefings, information papers and the general exchange of ideas and concepts. These include:
 - The OSD/J5 Partner Strategy Office
 - DASD Mr. Alan Gorowitz, International Partnerships
 - The Defense Security Cooperation Agency
 - The Army G3/5/7 Staff, Security Cooperation Office
 - Various security cooperation officers (SCOs) and embassy officials
 - The US Institute of Peace – NGO branch
 - The Army National Guard Bureau on State Partnership Programs (SPP)
 - The Joint Center for International Security Force Assistance
 - Key officials working in USSOUTHCOM and the Colombian Army on PLAN COLOMBIA
 - The Defense Institute for Security Assistance Management
 - The Office of Security Cooperation – Iraq (OSC-I), Baghdad, Iraq
- The culmination of all these contacts networked into the USAWC has resulted in real-time contact with resident students in 2012 and 13, and benefits for DDE students as well; blends the foundational theory with real links to professionals serving in various fields to support the entire Security Cooperation effort
- Lectured at the Air Mobility Warfare Center on numerous occasions during academic year 2008-2010 on global strategy and force projection as a “visiting professor” from the USAWC
- Hand-picked to teach at the Joint Flag Officer’s Warfighting Course (JFOWC) at Maxwell AFB, AL for a seminar of two-star officers and SES equivalents on the Joint Operational Planning Process
- Part of a small team from the USAWC who helped develop New York City’s disaster preparedness plans in the event of a WMD attack – focus was on Mission Command and Command and Control
- Part of a small, select team to prepare the 27th Infantry Division for their “Regional Aligned Forces” type deployment to the Middle East where they would be executing US Army BPC-like missions
- Provided staff assistance to the USAF Airman Advisor Academy at McGuire AFB, NJ on BPC issues
- Group leader on Interagency Visit to Senator Alexander’s office (D-TN) and Representative Everett (R-AL) with a group from the USAWC to discuss defense issues
- DMSPO team to visit the Defense Intelligence Agency on a Civ-Mil engagement cross-talk

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- USAWC team engagement with the Dept of Treasury; key dialog with Army planner in finding financial links and nodes in worldwide money laundering by non-state actors; staff assist on War on Terror
- USAWC representative to LOGTECH, a PhD-level Logistics Program at UNC-Chapel Hill focusing on “Supply Chain Management” and “Logistics Design” – lessons-learned parlayed back into DMSPO and USAWC curriculum Force Projection and Sustainment lessons in TSC
- Lead USAWC officer for by-name-request seminar at the Office of the Secretary of Defense (OSD) on “Strategic Communication,” which was lauded by the DASD for Russia/Ukraine/Eurasia
- One of two officers to visit Dept of State S/CRS (now CSO) to initially forge lasting ties with DMSPO and the USAWC for planning methodologies well in advance of the “3-D Planning Guidance
- Key in contacts with USAID in finally providing real-world examples of the new “Integrated Country Strategy” for an actual nation; previously all theoretical; students benefit from learning this “comprehensive whole of government approach” to strategy and planning now due to persistent efforts
- By-name invitation to attend and critique the first-ever Army G-3/5/7 “Security Cooperation Planner’s Course” at Fort McNair, Washington, DC; inputs to staff helped influence and shape the course
- USAWC representative to the Global Conference on Disarmament, Demobilization and Reintegration
- USAWC representative to “Unified Quest,” a strategic-level Army war game designed to act as a “think tank” for transformation and to drive change in the Army through new concepts, doctrine and education; UQ 2012 focused on “Shaping the Army of 2020 and Beyond” – provided inputs from the USAWC
- Represented USAWC to the Office of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict during the “Irregular Warfare” study – provided examples of how the school incorporates COIN lessons-learned from our past wars into the curriculum and electives; was cited for using PLAN COLOMBIA as a case-study in COIN and lauded for incorporating our International Fellow from Colombia who has fought the FARC as exemplary for the benefit of our students
- Key contributor in the Center for Strategic Leadership Development’s “War Game” in the CENTCOM AOR concerning Phase 0 Security Cooperation and Security Assistance measures; provided a very essential strategy formulation framework to “group” SC/SA/BPC activities by outcomes
- TDY travel time serving the USAWC/NDU approximated 15-25 days per year averaged over 7 years
- Outreach to the People’s Republic of China to request a senior ranking People’s Liberation Army general speak in Bliss Hall during AY 2014. First ever attempt at engagement with the Chinese at the USAWC.
- USAWC representative to the Special Operations Low Intensity Conflict “fact finding” mission. Spent many hours over several days with researches determining if we had curriculum material supporting the Interagency 3-D Methodology Approach, Unified Action, and Promote Cooperation – all items were placed into the curriculum by me for CORE and electives
- Active service on the Board of Trustees as the Faculty Representative during Sep 2013.
- Planned , organized, directed and controlled, with a team of other USAWC officers, staff, and downtown civilians, the 03 Oct 2013 Sergeant First Class Randall Shughart Memorial Commemoration . The effort resulted in a new and dignified memorial tombstone on this Medal of Honor Recipient who rests here locally at a Carlisle cemetery

Internal Service:

- Faculty representative to the USAWC Foundation; interface with the influential “Board of Visitors”
- Volunteered to serve on the USAWC “Scholarship Committee” for 2012-2013 and beyond; key to representing faculty equities in transforming the college into the “think tank” for the Army and Joint Force as described in the Commandant’s Approach to the Mission; direct support to Dr. Tami Biddle, Chairperson of our committee, represents Title 10 “Professors of Practice” at the USAWC to meet Commandant, Provost, Dean and Department Chair scholarship objectives to reinforce the idea of the Army War College acting as the Joint Force’s and Army’s “strategic think factory”

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- Sponsored the Polish student and family as a “USAWC Community Sponsor” and was also a military sponsor as well. Finally, I sponsored many USAF students at both the USAWC and the ICAF.
- Faculty Advisor for 36 American military officers, Interagency Students, and Alliance/Coalition Partner students between academic year 2007 and 2013 at two war colleges; developed a personal and professional relationship where each created and maintained an “Individual Learning Plan” that required multiple meetings per academic year to sustain and successfully accomplish holistic goals for each person
- Frequent Joint Forces Land Component Commander Course (JFLCC) volunteer for briefing and escort duty; nights, weekends, odd hours - often to Dulles Airport in VA; no task too small or beneath me
- Excelled at assisting the ICAF Dean in the Process for Accreditation of Joint Education (PAJE) inspection, 2011, resulted in an “excellent” rating while serving at NDU
- Produced a “history of war planning guide” for the Department at ICAF to illustrate the various operational strategies of the USM through conflicts; clearly illustrated to students the grand design/approach taken
- Between academic years 2007 and 2013, was the “Paper Advisor” for 18 Strategic Research Projects, which are approximately 30 page, 6,000 word research papers from resident students – each requiring numerous re-writes and some requiring intensive editing; lasting contribution to the body of knowledge
- Sponsored a student’s Independent Research Paper AY ’12 on the cognitive approach to air base defense
- Sponsored and wrote the package for the USAWC Board of Visitors “Leadership Award” for an outstanding student in academic year 2007; helped student win the award he richly deserved
- Served as a Combatant Command Headquarters during the Strategic Decision Making Exercise for academic years 2007, 08, 09 and 10 in USEUCOM, USCENTCOM and USAFRICOM creating a positive and challenging learning environment for nearly 80 students; lessons delivered further enhanced the JLASS and JWASP programs in complementary electives
- Media work always lauded as “exemplary” by USAWC/PAO in terms of preparation and delivery of “communication synchronization” in each theater; students well prepared with themes, messages and talking points in realistic interview settings
- Volunteered to be on the “New Faculty Orientation Program” during academic years 2010, 2012, 2013 and 2014 assisting others in acclimating to the USAWC faculty environment; key to a good start
- Twice volunteered to lead a small group on the Washington, DC trip for DCLM; lauded for preparations for the students; briefing format and planning was called “gold standard” by OPR, now proliferated
- Upholding USAWC Disciplinary Standards: Dealt with numerous students over the years with disciplinary actions to include DUI violations, Polygamy, False Official Statements, Unauthorized Absences, etc. from officers who were disciplined, but still needed mentoring and faculty representation; retired one and helped usher out of the Army two; Personally escorted a student to Behavioral Health when believed him to be suicidal, and this later proved to be the case – student received required treatment and fully recovered/graduated/lived to serve at his agency to present; courageous intervention
- Helped write an article for the “Torch” publication on Security Cooperation education at the USAWC (2013)
- Served on the Student Academic Honors Committee; developed criteria for the selection and recognition of top graduates from the US Army War College (2013)
- Assisted on Staff Rides to Gettysburg and Yorktown on student trips during Strategic Thinking
- Battle of Verdun (France, 1916) Staff Ride leader; interpreter of ties to strategic, operational and tactical actions on this massive battlefield; provided perfect balance of history, technology, and operational art
- Member of a team of USAF officers to help mentor “pre-USAWC” students to assimilate each year
- Planned, organized and executed a Department-wide engagement trip to the US Dept of State and US Agency for International Development, July 2013. This trip was a planner-level engagement with all faculty and our State and AID faculty to Washington, DC to learn how their cognitive approaches to

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planning. The trip resulted in a very successful visit which was parlayed into a CORE lesson in the USAWC curriculum and electives for AY 2014.

Operations and Production:

- During wartime (OEF/OIF) operations, opened multiple airbases for the JFC in E. Europe, Central Asia, the Middle East, and Africa to project Air/Landpower during major combat operations
- Force projection specialist; commander in the AF's first Contingency Response Group; lauded for exemplary wartime performance in multiple theaters; specializing in working with host nation military
- Director of Operations; joint special operations air component, AC-130 operations for KFOR; precision fires in the Balkans/Somalia; lauded for planning efforts in reducing friendly-fire to zero while increasing effectiveness of limited sorties; quite professional who supported numerous successful commanders
- Graduated 100+ joint enlisted terminal attack controllers per year as commander of the USAF ed/trng school for the joint force; most served in combat with Army units; training provided effective close air support for ground forces during Iraq and Afghan wars
- Lead Advance Agent for Air Force One and Two; worked within the Interagency for the safe and timely movement of President Clinton and Administration; trained many others in this vital duty to the POTUS

Planning and Resourcing:

- USAFE Operational Planning Group member; lead SME for airlift/projection issues Iraq, Central Asia, E. Europe and Africa; specializing in operations in austere and contested environments; served the 4-star on his key planning staff for fast-developing crisis in Europe and Africa (prior to AFRICOM).
- Logistics Planner; balanced mission requirements with available resources to meet mission objectives worldwide in the joint force; adept at harmonizing the art and science of warfare for national objectives
- Planned at the operational level for two years; synchronized joint forces for crisis over the vast EUCOM AOR; strategic effects; key planner during OEF, OIF and later, in the Darfur Operation to prevent genocide in Sudan, Africa; helped synchronize USAFE airlift and contract airlift with African Union forces deploying into Sudan, Africa via Rwanda, Africa resulting in precluding a mass atrocity
- CHOPPED to CENTCOM for planning and execution; beddown of joint and coalition forces in austere Kyrgyzstan; USAF squadron commander who "opened" the base at Manas after 9/11 to base fighters, tankers and transport aircraft to directly affect the war in Afghanistan; started ops only days after arrival
- Planned and executed the opening of the first air base in Iraq after OIF, March 2003; unit both airdropped and air landed into Bashur, N. Iraq with the 173rd Airborne Brigade and started flight operations within hours from an austere field; immediately integrated with local Kurd "Peshmerga" Irregulars for "defense in depth" outside the field to preclude attack while running 24 hour air operations to reinforce the Army 173rd Airborne Brigade; mission success – all objectives taken while no safety deaths or serious injuries in a very dynamic environment and under Iraq missile fire and extreme weather
- AF Spec Ops CMD planner; the Balkans; coordinated and harmonized combined/joint forces in air component to enforce provisions of the Dayton Accords; politically astute in working with coalition partners in sensitive ROE when using joint lethal fires; preserved fragile peace through astute execution
- Airlift and Force Projection planner; Military Airlift Command (now AMC) for SOF as USAF logistician; numerous planning operations to airlift critical personnel, equipment, and supplies
- By-name request to take over the "Rhein-Main Transition Program" Office at Ramstein Air Base, Germany during a politically sensitive climate in the early 2000's; millions in Euro transactions each year, with a complex plan of construction and airport openings and closing; again, harmonizing the art of diplomacy with the science of airport building/operations

Communication, Information Operations, Media and Transitional Information Technology:

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- US Army War College member of the Education Technology Board; helped lead perpetual technical innovation into the classroom; early advocate of bringing “wireless” into the building and “mobile” learning; result is better classrooms for faculty and a more conducive environment for learning
- Dept. representative at AWC for integration of the OASIS system, transforming/streamlining many legacy systems into one; upgrade included many add-ins offered as faculty suggestions for improvement; blended knowledge of IT and the art of teaching into suggestions; attitude of continuous improvement
- Originated “Media Day” into his teaching elective; garnered reps from major media outlets for forums for military officers; outstanding opportunity for US and foreign officers to understand our First Amendment to the US Constitution and the role media plays in Civ-Mil relations and Free Speech

Formal Education:

- Baccalaureate Degree: Business Administration (3.21 GPA), The American University and Howard University, Washington, DC 1984; one of very few members of the USAWC to attend a traditional “Black College” – appreciates diversity of thought and eclectic cultural backgrounds of many students coming from such schools into the US Army as officers and future strategists
- Master’s Degree: Public Administration (4.00 GPA) (MPA), Troy University, Troy, Alabama 1994; earned this degree while also fighting/deploying to wars in Bosnia, Somalia and Haiti from 1992-94; appreciates the student who strives to be a warrior/scholar and must balance work and education
- Master’s Degree: Strategic Studies, U.S. Army War College, Carlisle Barracks, Pennsylvania 2004
- Candidate for Government Strategic Leader Masters of Science; Information Resources Management College, Wash DC 2010; currently held in abeyance while dealing with a family illness

Professional Military Education:

- US Army War College: 2004
- Air Command and Staff College: 1996
- Squadron Officer School: 1989
- Various other operational and tactical level schools, training center and certificates

Team Awards (directly influenced):

- Commander in Chief’s Installation Excellence Award; Best Airbase in the entire US Air Force; Ramstein AB, GE; 2006 (Lead Project Officer for entire installation); won \$1,000,000 cash prize for base
- Air Force Association “Citation of Honor” for best units in the AF; 2001 and 2002 (Commander)
- SECAF Safety Award for best overall safety program in the AF; 1996 (Chief of Safety and Flight Safety)
- Colombian Trophy for most effective tactical flying safety program; 1996; first ever for non-fighter unit
- AF Special Operations Command Safety Office of the Year 1995 and 1996 (Chief of Flight Safety)
- U.S. Army 173rd ABN Army Combat Patch; awarded to entire 86th Air Mobility Squadron (USAF); Iraq; 2003 (Commander); extremely rare for an entire USAF Squadron to receive such an honor from the Army

Individual Awards:

- Lance P. Sijan Leadership Award; Senior Leader; Air Education and Training Command 1998 (MAJCOM level); assumed command of failing unit; 18 month turnaround to award-winning organization with multiple awards, promotions and high effectiveness ratings for personnel
- Navigator of the Year, Air Force Special Operations Command 1994 (MAJCOM level); Best aviator from the entire component of SOCOM; based on wartime leadership, staff actions, and contributions
- Air Force Well-Done Award; for combat operations over Mogadishu, Somalia; 1993 (AF Level); credited with saving an AC-130H with two of four engines on fire, at night, in poor weather on a combat sortie over Mogadishu; crew crash-landed aircraft, contacted another AC-130H overhead which landed,

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transferred ammunition under sniper fire, and re-attacked prescribed targets in secondary aircraft; targets destroyed – mission success, no allied casualties, land forces supported under extreme measures
-Logistics Plans Officer of the Year; Military Airlift Command 1986 (MAJCOM Level); best logistician in the Air Component of TRANSCOM; highest honor for a logistician

-Numerous military awards decorations to include many joint and foreign medals reflecting personal courage, excellence and service:

Bronze Star Medal with oak leaf cluster
Joint Meritorious Service Medal
Meritorious Service Medal with four oak leaf clusters
The Air Medal
Aerial Achievement Medal with six oak leaf clusters
Joint Commendation Medal
Air Force Commendation Medal with oak leaf cluster
Air Force Achievement Medal with oak leaf cluster
AF Outstanding Unit Award with Valor device and four oak leaf clusters
Valorous Unit Award
Combat Readiness Medal with three oak leaf clusters
Air Force Recognition Ribbon
National Defense Service Medal with service star
Armed Forces Expeditionary Medal with oak leaf cluster
Southwest Asia Service Medal with two oak leaf clusters
Iraq Campaign Medal
Global War on Terrorism Expeditionary Medal
Global War on Terrorism Service Medal
Armed Forces Services Medal
Humanitarian Service Medal
Military Outstanding Volunteer Service Medal
Air Force Expeditionary Service Ribbon with oak leaf cluster and Gold Border
United Nations Medal
NATO Medal
Kuwait Liberation Medal, Kingdom of Saudi Arabia
Kuwait Liberation Medal, Government of Kuwait

Civilian Community Contributions:

-Assisted in planning and executing two work/mission trips to Central American in 2011 and 2012 from Carlisle to both Guatemala and Belize for construction of homes destroyed by hurricanes and mudslides; numerous indigenous people provided shelter, warmth and safety after horrific natural disasters; took young men/women along ages 10-14 to expose them to global service and volunteerism
-Planned, organized and led church construction mission trips to Honduras twice to rebuild the village of Esquapa destroyed by Hurricane Mitch, 1999 + 2000; built/rebuilt homes and a community building for a village of 150; personal relationships with villagers built and sustained to present day
-Gideon's Intl; Professional's dedicated to community service; 22+ year member; distributed over 20,000 Testaments across the USA, 4,000+ Testaments distributed in the Carlisle area each year since 2006 to hotels, the county prison, middle- and high-schools, colleges, first-responders, Dickinson College, etc. through numerous small group visits and personal efforts

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- Carlisle Volunteer; built a Habitat for Humanity Home in Gulfport, MS following hurricane Katrina; represented USAWC as a self-supporting volunteer on leave in a predominately Black community
- Civil Air Patrol Cadet Orientation pilot and Sq. Treasurer at Eglin AFB; through 1990's; mentored numerous CAP Cadets in the "Auxiliary of the US Air Force" -- an investment in our youth
- Life member of USAWC Alumni Assoc., The VFW, and long-time member of The American Legion, Air Force Association member; advocate and supporter for Veteran's issues; occasional speaker
- General aviation pilot and aircraft owner; active member of the Aircraft Owners and Pilot's Association/Cessna 150 Club of America/Experimental Aircraft Association; Young Eagles pilot; current and qualified to fly young people on orientation flights; 150+ flights to date for children aged 4 through 18; encourages young boys/girls to become enthusiastic about the study math, science, and aviation related careers in America; a "real world" investment in our youth contributing the use of my airplane and skills to the betterment of the next generation; lauded in Carlisle and Harrisburg papers citing USAWC Professor "giving back" to the community
- Boy Scouts of America Volunteer – Den Leader and contributor of time/talents/treasure to Carlisle Barracks Pack 173
- Current public speaker; AFA, high-schools, MEPS centers, community events upon request
- Church volunteer as a weekly usher; numerous local missions in meat canning, home repair, and general welfare
- Volunteered to be a judge at "Quiz Bowl," a local academic competition for middle-school students

Family:

- Married to the former Brenda K. Brown (20+ years); children: Molly, born 1998, Vice-President of the Saint Patrick School Student Body, and Maxwell, born 2004 in Carlisle while I was a student at the USAWC
- Military/Air Force Family: Father is retired USAF C-141 aircrew; US Army veteran; Korean War Vets of American