

Dr. Thomas P. Galvin, Ed.D.
Assistant Professor of Leadership Studies
Department of Command, Leadership, and Management
United States Army War College
122 Forbes Avenue
Carlisle, Pennsylvania 17013



General:

Several years experience in teaching senior professional military officers.
Strong balance in teaching, academic research, and service.
Several years experience working at the strategic level in service, joint, and combined assignments working strategic leadership and defense management issues.

Education:

- 2012-2015 Ed.D. in Human and Organizational Learning, The George Washington University
Graduate School of Education and Human Development, School of Human and Organizational Learning.
- 2005-2006 M.S. in Strategic Studies, United States Army War College, Carlisle, Pennsylvania.
Emphasis on strategic leadership and organizational culture, and determination of an adversarial force's political-military source of strength (referred to as a "center of gravity" in military doctrine).
- 1992-1994 M.S. in Computer Science and Artificial Intelligence with honors, Naval Postgraduate School, Monterey, California.
- 1981-1985 B.S. in Applied Mathematics and Computer Science, Carnegie-Mellon University, Pittsburgh, Pennsylvania.

Professional Experience:

- 2015-Present: Professor of Leadership Studies, Department of Command, Leadership, and Management, U.S. Army War College, Carlisle, Pennsylvania
Performs research, scholarship, teaching, and service in the areas of leadership studies, human and organizational learning, and defense management. Teaches electives in organizational change and organizational communication. Contribute to curriculum development.
- 2011-2015: Faculty Instructor, Department of Command, Leadership, and Management, U.S. Army War College, Carlisle, Pennsylvania
Facilitates the delivery of strategic leadership and defense enterprise management courses in an adult learning seminar environment that includes officers from allied nations. Authors lesson material and contributes to curriculum development.
- 2007–2011: Special Assistant to the Commander, U.S. Africa Command, Stuttgart, Germany
Supported the development and communication of the mission, vision, and strategy of a new command focused on national security engagement with allies and partners in Africa. As speechwriter and ghostwriter for the Commander, developed position papers, journal articles, briefings, and speeches for presentation to key US and foreign audiences.

Curriculum Vitae, Dr. Thomas P. Galvin as of March 2016

- 2006-2007: Special Assistant to the Deputy Commander, U.S. European Command, Stuttgart, Germany
Supported the development and communication of a revised strategy for the command, and supported the Deputy Commander in his executive oversight role in the initial concept planning for the establishment of the eventual U.S. Africa Command.
- 2001-2005: Special Assistant to the Commander, U.S. Army Europe and Seventh Army, Heidelberg, Germany
Supported the planning, implementation, and communication of the restructuring and reduction of U.S. Army forces in Europe from 62,000 to 38,000 Soldiers. Assisted the communication efforts of the command in its supporting role of operations in Iraq and Afghanistan.
- 2000-2001: Special Assistant to the Commander, Stabilization Force (SFOR), Bosnia and Herzegovina
Supported the development and communication of the commander's 'multi-year roadmap,' a strategic plan for measuring progress in the stabilization and development of Bosnia and Herzegovina with respect to the military objectives specified in the Dayton Accords.
- 1999–2000: Secretary of the General Staff, U.S. Army Fifth (V) Corps Headquarters, Heidelberg, Germany
Responsible for the day-to-day administrative, logistics, communications, and protocol operations of the headquarters. Planned and executed over a dozen ceremonies and conferences on behalf of the commander, a 3-star general officer.
- 1998-1999: Battalion S-3 (Operations), 54th Signal Battalion, Kuwait and Saudi Arabia
Responsible for the installation, operation, and maintenance of strategic, tactical, and garrison communications systems provided to Army forces stationed in the Persian Gulf.
- 1997–1998: Chief of Operations, U.S. Central Command Field Office (Forward), Defense Information Systems Agency, Saudi Arabia
Managed the U.S. global military communications services provided to deployed forces in the Persian Gulf region enforcing the southern no-fly zone over Iraq.
- 1995–1997: Instructor and Computer Systems Engineer, Center for Strategic Leadership, United States Army War College, Carlisle Barracks, Pennsylvania
Developed and implemented software programs to support the Army War College's annual simulation exercise and the students' self-assessment program. Developed and taught four elective courses as part of the College's curriculum.
- 1987-1991: Signal Officer, 10th Mountain Division, Fort Drum, New York
Held various staff and leadership positions culminating in command of an 80-Soldier company supporting the tactical communications systems used by the division headquarters.
- 1985-1987: Signal Officer, 2nd Infantry Division, Camp Casey, Republic of Korea
Held various staff and leadership positions culminating in leadership of a 100-Soldier platoon directly responsible for the installation and operations of tactical communications systems.

Teaching:

Strategic Leadership, U.S. Army War College core course LM2201, 1 term each during academic years 2012-2015.

Defense Management, U.S. Army War College core course LM2202, 1 term each during academic years 2012-2015.

Strategic Thinking, U.S. Army War College core course LM2200, 1 term each during academic years 2012-2013.

Organizational Communication, U.S. Army War College elective course LM2249, 1 term each during academic years 2014-2016.

Leading Change, U.S. Army War College elective course LM2214, 1 term each during academic years 2015-2016.

Case Studies of Leadership in the Global Strategic Environment, U.S. Army War College elective course LM2246a, 1 term during academic year 2013.

Military Applications of Artificial Intelligence, U.S. Army War College elective course 588j, 2 terms each during academic years 1996 and 1997.

Center of Gravity Determination, U.S. Army War College elective course 589j, 1 term each during academic years 1995-96 and 1996-97.

Scholarship (boldface indicates since August 2015):

Monographs and Professional Journal Articles:

1. Galvin, T. and Allen, C. D., "The Challenge of the Paradoxical Vision: Innovating Where No Solution Seems Possible," *Army Press On-Line Journal*, No. 16-6 (February 2016), <http://armypress.dodlive.mil/the-challenge-of-the-paradoxical-vision-innovating-where-no-solution-seems-possible/> (accessed 29 February 2016).
2. Galvin, T., *Military Preparedness*, 1st Ed. (Carlisle, PA: USAWC Press, 2015), <http://www.strategicstudiesinstitute.army.mil/PDFfiles/PCorner/MilitaryPreparedness.pdf> (accessed 29 February 2016).
3. Galvin, T. and Clark, L. D., *Beyond Kotter's "Leading Change": A Broad Perspective on Organizational Change for Senior U.S. Military Leaders*, 1st Ed. (Carlisle, PA: USAWC, 2015), <http://www.strategicstudiesinstitute.army.mil/PDFfiles/PCorner/LeadingChangePrimer4.pdf> (accessed 29 February 2016).
4. Galvin, T. and Allen, C. D., "Professional Military Education: Mentoring Has Value When Your Soldiers Want for Experience," *ARMY Magazine* 65, No. 7 (July 2015): 37-39, <http://www.armymagazine.org/2015/06/15/professional-military-education-mentoring-has-value-when-your-soldiers-want-for-experience/> (accessed 29 February 2016).
5. Galvin, T., "Army Leadership Development Succeeds when Bridging Professional Education and Experience," *ARMY Magazine* 65, No. 6 (June 2015): 22-24.
6. Galvin, T., *A Phenomenological Study of Identity Construction among Military Officers Promoted from the Middle Ranks to the Roles of Senior Leaders*, Doctoral Dissertation (Washington, DC: The George Washington University, 2015), <http://search.proquest.com/docview/1664831125?pq-origsite=summon&accountid=4444> (accessed 1 April 2015).
7. Galvin, T., "Writing Faculty Papers for Joint Professional Military Education," *Joint Force Quarterly* 77 (Spring 2015): 51-54, http://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-77/jfq-77_51-54_Galvin.pdf (accessed 8 April 2015).
8. Galvin, T., "Assignment: Special Assistant to the Commander," *Military Review* 95(2) (March-April 2015): 33-38, <http://search.proquest.com/docview/1660802032> (accessed 8 April 2015).
9. Galvin, T., "A New Way of Understanding (Military) Professionalism," *Joint Force Quarterly* 62 (3rd Quarter 2011): 25-31, <http://search.proquest.com/docview/877009394> (accessed 8 April 2015).
10. Ward W., Galvin, T., and Varhola, L., "A New Strategic Approach to Managing Our Foreign Area Specialists," *Army Magazine* 61, No. 5 (May 2011): 61-64, <http://search.proquest.com/docview/865919534> (accessed 8 April 2015).

11. Ward W., and Galvin, T., "Africa's Future is Up to Africans: Putting the President's Words into Action," *Joint Force Quarterly* 58 (3rd Quarter 2010): 6-12, <http://search.proquest.com/docview/527727072> (accessed 8 April 2015).
12. Ward, W. and Galvin, T., "The United States Africa Command and the Principle of Active Security," *Joint Force Quarterly* 51 (4th Quarter 2008): 61-66, <http://search.proquest.com/docview/203662354> (accessed 8 April 2015).
13. Galvin, T., "Extending the Phase Zero Campaign Mindset," *Joint Force Quarterly* 45 (2nd Quarter 2007): 46-51, <http://search.proquest.com/docview/203636884> (accessed 8 April 2015).
14. Galvin, T., "The Changing Face of Europe and Africa: The USEUCOM AOR in 25 Years," *Joint Force Quarterly* 45 (2nd Quarter 2007): 52-57, <http://search.proquest.com/docview/203616710> (accessed 8 April 2015).
15. Bell, B. B. and Galvin, T., "In Defense of Service Component Commands," *Joint Force Quarterly* 37 (2nd Quarter 2005): 97-104, <http://search.proquest.com/docview/203626055> (accessed 8 April 2015).
16. Galvin, T., "Case Study of an Artificial Intelligence Joint Project Gone Awry," *Failure and Lessons Learned in Information Technology Management* 3, No. 1 (March 1999): 29-35.
17. Rowe, N. C. and Galvin, T., "An Authoring System for Intelligent Procedural-Skill Tutors," *Intelligent Systems and Their Applications*, *IEEE* 13, No. 3 (May/June 1998): 61-69, <http://ieeexplore.ieee.org.proxygw.wrlc.org/stamp/stamp.jsp?tp=&arnumber=683211> (accessed 8 April 2015).
18. Liebowitz, J., Giles, P. K., Galvin, T., and Hluck, G., "The Role of Knowledge-Based Systems in Serving as the Integrative Mechanism Across Disciplines," in J. Liebowitz and L. C. Wilcox (Eds.), *Knowledge Management and its Integrative Elements* (Boca Raton, FL: CRC Press, 1997), ISBN 0-8493-3116-1, 103-115.
19. Giles, P. K., and Galvin, T., *Center of Gravity: Determination, Analysis, and Application* (Carlisle, PA: Center for Strategic Leadership, January 1996), <http://www.dtic.mil/dtic/tr/fulltext/u2/a593948.pdf> (accessed 8 April 2015).

Monographs and Journal Articles Submitted or Under Development:

1. Galvin, T., "A 'First Principles' Approach to Readiness," prepared for ARMY Magazine, undergoing public affairs review for August 2016 edition.
2. Galvin, T., *Enhancing Identity Development at Senior Service Colleges*, LeTort Paper submitted to USAWC Press, November 2015, under review.
3. Galvin, T. and Rouse, J., "The Challenges of Managing Strategic Risk: Setting a Foundation for Joint Decision-Making," submitted to *Joint Force Quarterly*, February 2016, under review.
4. Galvin, T. (Ed.), *Defense Management Primer* (Carlisle, PA: Department of Command, Leadership, and Management, 2016), five of six chapters drafted and available to students for the Defense Management course in academic year 2016, planned for publication in 2017.
5. Galvin, T., Allen, C. D., and Clark, L. D., *Organizational Communication Campaigning for Senior Military Leaders: An Identity-Based Perspective* (Carlisle, PA: Department of Command, Leadership, and Management, 2016), textbook for LM2249, planned for publication in 2018.

Lesson Materials and Faculty Papers:

1. Galvin, T. and Allen, C. D., *How to Stop Doing Something: An Introduction to the Making and Breaking of (Bad) Habits*, Faculty Paper (Carlisle, PA: Department of Command, Leadership, and Management, June 2016), to be used in academic year 2017.

2. Committee member of the planning team for the new Introduction to Strategic Studies course implemented for the resident class of Academic Year 2016. Lesson author for two of the seven lessons, titled *The Senior Leader Environment* and *The Strategic Environment*.
3. Galvin, T., *Welcome to the Seminar*, Faculty Paper (Carlisle, PA: Department of Command, Leadership, and Management, March 2015), used in academic years 2015-2016.
4. Bullis, R. C. and Galvin, T., *Scenario-Based Forecasting: A Primer*, Faculty Paper (Carlisle, PA: U.S. Army War College, 2015), used in academic year 2016.
5. Galvin, T., *Military Preparedness*, Faculty Paper (Carlisle, PA: Department of Command, Leadership, and Management, November 2014), used in academic years 2014-2015.
6. Galvin, T., Clark, L. D., Coon, B. S., and Wagner, R. E., *Primer on Force Generation in the U.S. Air Force*, Faculty Paper (Carlisle, PA: Department of Command, Leadership, and Management, December 2015), used in academic years 2015-2016.
7. Galvin, T., *The Controversial Establishment of U.S. Africa Command (USAFRICOM)*, Case Study SL-2014-13.1 (Carlisle, PA: Department of Command, Leadership, and Management, March 2013), used in academic year 2014.
8. Galvin, T., *A Generalized Systems View of Defense Management*, Faculty Paper (Carlisle, PA: Department of Command, Leadership, and Management, October 2013), used in academic year 2013.
9. Galvin, T., *A Strategic Thinking Look at Senior Leader Communications*, Faculty Paper (Carlisle, PA: Department of Command, Leadership, and Management, 2014), will be used in course LM2249, Senior Leader Communications in term II, academic year 2014.
10. Lesson author for “Senior Leader Communications,” *Strategic Leadership LM2201*, 1 term each in academic years 2013-2014.
11. Lesson author for “Service Cultures in the Joint, Interagency, Intergovernmental, and Multinational Environment,” *Strategic Leadership LM2201*, 1 term in academic year 2013.
12. Galvin, T., *Case Studies of Leadership in the Global Strategic Environment* (Carlisle, PA: Department of Command, Leadership, and Management, March 2013), used in elective LM2246a in academic year 2013. In addition to the above case on USAFRICOM, this compilation included the following:
 - a. “The Sovereign Debt Crisis in Europe,” case study LM2246a-01.
 - b. “Implications of Future Technologies,” case study LM2246a-02.
 - c. “Globalization and the Arab Spring of 2011,” case study LM2246a-03.
 - d. “Suicide Attacks as a Globalization Phenomenon,” case study LM2246a-04.
 - e. “Drugs and Refugee Flows – The Case of the Mexican Cartels,” case study LM2246a-06.
 - f. “China as Near-Peer Competitor,” case study LM2246a-07.
 - g. “The Failed State of Somalia,” case study LM2246a-08.

Publication Reviews:

1. Spells, E., “Public Affairs,” in Department of Command, Leadership, and Management, *How the Army Runs (HTAR): A Senior Leader Reference Handbook* (Carlisle Barracks, PA: U.S. Army War College, 2013-2014).

Service:

Alternate Human Subjects Research officer (get proper title), June 2016-present.

External review for one dissertation, The George Washington University, June 2016.

Team lead for a research project in Readiness in support of the U.S. Army War College response to a Chief of Staff of the Army tasker regarding the complexity of land warfare.

Lead committee member for the study of a new culminating academic event for the U.S. Army War College resident program for Academic Year 2017.

Committee member responsible for planning and implementation of the U.S. Army War College's new interdisciplinary course Introduction to Strategic Studies for academic year 2016. Lesson author for lessons 2 and 3 of 7 and authored faculty paper as required reading in lesson 1.

Committee member responsible for planning and implementation of the comprehensive oral examinations administered to the U.S. Army War College resident class of academic year 2015.

Officer in charge of the U.S. Army War College National Security Staff Ride to Washington, DC for three years (academic years 2012-2014).

Lead project officer for the "Carlisle Experience" project at the U.S. Army War College (summer 2013), responsible for developing desired holistic curricular and non-curricular outcomes for resident students. Received an Army Commendation Medal for my efforts.

Selected as lead editor for the *U.S. Army War College Handbook on Defense Management (working title)* (Carlisle, PA: Department of Command, Leadership, and Management, first edition desired for academic year 2016).

Academic Awards:

Department of Defense Distinguished Academic Achievement Award for Naval Postgraduate School Class of 1994.

Grace Hopper Award for Academic Excellence in Computer Science, Naval Postgraduate School, 1994.