

## Curriculum vitae of Frederick J. Gellert

### Summary

Army resource manager. Army force manager. Army War College instructor. Army Fellow at RAND. Colonel, U.S. Army. Defense resource manager. Pacific Theater operations officer. Physics instructor. Top Secret security clearance (TS-SCI). Joint qualified officer. Graduate of the USAWC, Class of 2008. Graduate of the Army Force Management School, 2003.

### Education

Master of Strategic Studies, U.S. Army War College, Carlisle, PA 2008  
Master of Science, Physics, Rensselaer Polytechnic Institute, Troy, NY 1995  
Bachelor of Science, Physics, Wayne State University, Detroit, MI 1985

### Professional Experience

#### **Faculty Instructor, US Army War College** 2012-Present

DCLM Instructor. Taught courses in Strategic Leadership and Defense Management to a 16-student seminar. Serves as a member of the Department of Command, Leadership, and Management (DCLM) Editorial Board in developing a defense management primer for Army-wide use. Lesson author for the Equipping and Sustainment lesson. Lesson author and lead instructor for the annual end-of-course Defense Resourcing Exercise. Created and supervised a \$60,000 contract to provide automation and database support for the exercise. Co-taught an elective on Army force management covering the force integration functional areas. Created and delivered a presentation on DoD's Planning, Programming, Budgeting, Execution (PPBE) system to AWC Fellows.

Asia-Pacific Elective Instructor. Taught a 10-lesson course to a 16-student seminar. Conducted a briefing to 120 students on the Theater Security Cooperation activities of US Pacific Command and US Army Pacific.

College outreach. Selected by the department chairman to serve as the AWC liaison to the Army Force Management School. Supervised a coordination meeting and exchanged lesson materials. Served as a graduation speaker to the Force Management School. Served as an editor on two chapters of the "How the Army Runs" manual. Represented the AWC as a member of the DA G3 FM-led Force Management Working Group.

Research supervisor. Supervised 9 students for Strategy Research Projects (SRP) during Academic Years 2013 and 2014. The topics included force management, resource management, Asia-Pacific, and leadership subject areas.

Currently conducting research for DoD's Office of Cost Analysis and Program Evaluation (CAPE) regarding program management of international Science and Technology (S&T) activities.

**Chief, Police Force Mngmnt, NATO Training Msn-Afghanistan** 2011-2012  
Division Chief. Led a 33-person staff section responsible for coordinating the personnel, equipment, training, and facilities to create the 157,000-man Afghanistan National Police (ANP) force. Directed the fielding to the ANP of \$570M worth of weapons, vehicles, and radios. Supervised the development of the \$2 billion police-focused portion of the NTM-A submission for the U.S. Defense Department's Fiscal Year 2014 Program Objective Memorandum (POM). Presented ANP program details to senior defense officials involved in foreign military sales, chaired by USD-AT&L and USD-Comptroller, for eventual approval by SECDEF.

Board member. Voting member of the Afghan Security Forces Fund Requirements and Resourcing Validation Board. Analyzed funding requests for training and construction projects. Critiqued and prioritized project requests up to \$10 million for submission to senior level approvers.

Awarded the Defense Meritorious Service Medal in recognition of duty performance.

**G-3/5/7 Operations Officer, U.S. Army Pacific (USARPAC)** 2010-2011  
Operations officer. Served as the Deputy Chief of Staff, G-3/5/7 for U.S. Army Pacific, a Theater Army HQ and the Army Service Component Command (ASCC) for U.S. Pacific Command. Supervised operations, plans, training, exercises, security cooperation, and force management activities for over 60,000 soldiers and civilians in the Pacific. Led a staff directorate of 114 military and 49 civilian personnel. Coordinated staff actions with Department of the Army, joint commands, and ten major subordinate functional and geographic commands. Directly supervised the programming and budgeting of 15 program areas totaling \$32M and supported the development of a total USARPAC program of over \$200M.

Operational leader. Led the USARPAC G-3/5/7 operational response to the Japan tsunami as part of Operation Tomodachi in March to May 2011. Managed numerous aspects of resources including Army Prepositioned equipment, overseas disaster funds, and personnel and units in the theater supporting the relief efforts.

Selected for this position over other officers and outside my assigned military occupational specialty. Awarded the Legion of Merit for duty performance.

**Force Management Division Chief, US Army Pacific** 2008-2010

Division chief. Led a 20-person staff section responsible for the organizational structure documentation, modernized equipping, and operational readiness reporting for Army forces in the Pacific theater. Led the USARPAC development of force structure plans and operational requirements for the Total Army Analysis (TAA) for Fiscal Years 2010-2015.

Project leader. Led an 18-month project to redesign the USARPAC headquarters staff organization. Conducted analysis of all Army Service Component Command (ASCC) headquarters functions and tasks, developed alternate organizational models, and worked with DA and TRADOC staffs to develop a resource constrained headquarters design that was ultimately approved by the Army Chief of Staff. Led a multi-year project to integrate the U.S. Army forces in Korea into the USARPAC ASCC responsibility. This effort required a task-level analysis of all defense management (Title 10) functions required in a theater of operations, development of creative solutions, education of leaders at all levels, and development of an implementation plan that was ultimately approved by the two 3-star commanders and DA G3.

**Student, U.S. Army War College**

2007-2008

Completed a 10-month course of study for senior national defense leaders. Awarded a Master of Strategic Studies degree. Course topics included: strategic leadership, defense management, national security policy, joint military operations, Army force management, Africa regional study, and defense transformation. Completed a research thesis entitled: "Responding to Globalization: The U.S. Military as a Business".

**Plans Chief, DA G8, Army Staff, Pentagon**

2005-2007

Division chief. Selected over other officers to create and lead this new staff section. Supervised a 17-person staff section responsible for developing plans for fielding over 800 types of equipment to all major Army units. Developed detailed schedules and analysis for inclusion into Army force structure decisions up to Secretary of the Army. Supported, through team leadership and analysis of equipment requirements, the Army's development of the financial programs for Fiscal Years 06-11 and 08-13.

Conference leader. Led three Army Equipping and ReUse Conferences (AERC) for the Army Vice Chief of Staff. These week-long conferences were attended by 400 participants and refined the 24-month plan for delivering over 600 types of intensively managed equipment to all Army units. Developed improved automation tools for analytical analysis. Additionally, the staff gathered issues and lessons learned, and then recommended solutions for senior leader approval.

**Stryker Brigade Integration Chief, DA G8, Army Staff, Pentagon**

2003-2005

Branch chief. Supervised a 6-man team that managed all force integration functions for the Department of the Army staff in creating the six Stryker Brigade Combat

Teams (SBCT). This effort involved coordinating the unit fielding of 75 major systems, 7000 items of equipment, and \$11 billion in program authority. Facilitated numerous planning efforts and led a monthly process action team with representatives from across the Army to coordinate fielding actions for the SBCTs. Led the analysis and planning to redesign the 4<sup>th</sup> SBCT from a cavalry design to infantry design and accelerate by two years the completion of the 6<sup>th</sup> SBCT for a cost savings of \$500M. These plans were approved by the FORSCOM commander. Led the planning to create a seventh SBCT at a cost of \$1.9B and received Secretary of the Army approval of the plan.

Awarded the 2005 Pace Leadership Award by the Secretary of the Army for leadership excellence.

**C4ISR Chief, Brigade Coordination Cell, TRADOC** 2002-2003  
Division chief. Supervised 6 personnel in coordinating and leading all on-ground requirements for command, control, computers, communications, intelligence, surveillance, and reconnaissance (C4ISR) systems in the Stryker Brigade Combat Teams (SBCT). Collected user input and wrote requirements input for coordination with acquisition project managers.

Conference leader. Led quarterly forums with 200 attendees representing 50 project managers and units to synchronize C4ISR efforts to field the SBCTs. Developed solutions to discovered issues and presented to senior leaders for approval.

Team leader. Supervised a team for the collection of C4ISR lessons learned as part of the field Certification Exercises (CERTEX) for the SBCT in preparation for the first SBCT deployment to combat in 2003.

**Battle Command Branch Chief, Brigade Coordination Cell** 2001-2002  
Branch chief. Led the development of computer and communication systems requirements for the Tactical Operations Centers (TOC) for Stryker Brigade Combat Teams (SBCT). Conducted an analysis and led development of a new design for command post supporting systems that utilized the then-novel approach of centralized power generation which reduced required vehicles by 20% and was approved by the TRADOC Commanding General. Supervised the inclusion of user feedback and requirements integration for the Commander's Vehicle (CV) variant of the Stryker combat vehicle.

Selected over other officers for advancement to the next supervisory level.

**Army Fellow, RAND Corporation** 2000-2001  
Selected for and completed a one-year research fellowship with the Army division of RAND. Participated in research projects, conducted site visits, attended conferences, briefed interested parties, and published results.

**Army Infantry Officer, 25<sup>th</sup> Infantry Division** 1998-2000  
Battalion Executive Officer (XO). Second-in-command of a 560-man infantry battalion. Supervised a 33 person staff in completing actions in intelligence, information management, training, communications, logistics, and personnel. Led the preparation and successful passing of the battalion for two separate division-level Operational Readiness Survey inspections. Deployed to Japan for a partnership exercise with a Japanese infantry unit.

Brigade Logistics Officer (S-4). Supervised a 7-person staff section responsible for managing logistical support for a 2500-man infantry brigade. Planned and supervised the expenditure of a \$1.4 million annual budget. Accounted for 270 types of equipment. Supervised a maintenance section in repairing 110 vehicles and a food service section feeding 300 diners daily. Planned and supervised the movement of 3000 personnel and 1200 vehicles by sea, land, and air for a Joint Readiness Training Center exercise.

**Instructor, Department of Physics, U.S. Military Academy** 1995-1998  
Astrophysics instructor. Taught an elective to 12 Physics major seniors. Fully developed the course and implemented a rigorous course of instruction that integrated all core course physics subjects for the application to the astrophysics field of study. All students passed the course and provided positive student survey comments.

Course Director. Led 18 instructors in delivering the sophomore mechanics course to 900 students. Supervised lesson development, managed student progress, wrote course examinations, and completed college administrative requirements. Directly taught 32 students. Developed and conducted a 6-week course to prepare new instructors for teaching duties.

Physics Instructor. Taught sophomore Mechanics and Electricity & Magnetism courses. Taught two 40-lesson semesters to 64 students each, covering the standard sophomore topics. Selected over other instructors to become the course director based on performance as an instructor.

**Student, Rensselaer Polytechnic Institute** 1993-1995  
Selected for and completed a 2-year, Army fully funded graduate program in Astrophysics. Awarded a Master of Physics degree. Completed a research thesis entitled "A Search for Dense Cores in Outer Galaxy Molecular Clouds." Served on the Physics Department Graduate Student Committee and represented graduate student issues to the faculty.

**Army Infantry Officer, 101<sup>st</sup> Airborne Division** 1989-1993

Headquarters Company Commander. Supervised the administration, military justice, training, and logistical support for an 80-man company that grew to over 300-personnel when deployed in field operations.

Anti-Tank Company Commander. Supervised the administration, military justice, training, and logistical support for an 80-man company. Selected to develop a then-new company-level gunnery training program for the TOW weapon system. The program was developed, tested, and successfully demonstrated to the division's Commanding General who directed implementation across the division's anti-tank companies.

Battalion Logistics Officer (S-4). Supervised 17 personnel responsible for the logistical support to a 600-man infantry battalion in the areas of food, fuel, ammunition, general supply, and equipment maintenance. Supervised the operation of a garrison dining facility feeding on average 200 diners per meal. Prepared, moved, and supported the battalion in combat during Operations Desert Shield and Desert Storm.

**Army Infantry Officer, 3d Infantry Division**

1986-1989

Company Executive Officer. Second-in-command of a 100-man mechanized infantry company. Directly supervised 12 personnel providing support in the areas of personnel administration, equipment maintenance, and supply. Passed a 13-area maintenance inspection without deficiency.

Battalion Support Platoon Leader. Led 40 men responsible for supporting a 700-man mechanized infantry battalion in the areas of food, fuel, ammunition, and transportation. Directly supervised food service operations in the field and in a garrison dining facility. Stored, maintained, and accounted for a battalion basic load of ammunition, including 1200 TOW missiles and 25,000 rounds of 25mm bullets. Passed without deficiency an annual missile safety and storage inspection. Maintained and operated a fleet of 40 five-ton cargo trucks.

Platoon Leader. Led a 27-man Bradley Fighting Vehicle mechanized infantry platoon with supporting equipment valued at \$6.5M. Supervised all aspects of training, planning, personnel management, and logistics. Awarded an Army Achievement medal for achieving the highest platoon score in the battalion for Bradley gunnery.

**Professional Memberships**

Association of the US Army  
Military Officers Association of America  
National Infantry Association  
United States Organizational Managers Association

## **Languages**

None

## **Publications**

“Afghan Right”, *Rensselaer Alumni Magazine*, Troy, NY. Spring 2012.

“Responding to Globalization: The U.S. Military as a Business”. Strategy Research Project, U.S. Army War College, Carlisle Barracks, PA. 2008.

Co-editor “Ready for Armageddon: Proceedings of the 2001 RAND Arroyo Joint ACTD-CETO-USMC Nonlethal and Urban Operations Program Urban Operations Conference”. Prepared for the U.S. Army by RAND, Santa Monica, CA. 2002.

Co-author “Exploring Advanced Technologies for the Future Combat System”, MR-1332. Santa Monica, CA: RAND. 2002.

Co-author “Honing the Keys to the City: Refining the USMC Reconnaissance Force for Urban Ground Operations”, MR-1628. Santa Monica, CA: RAND. 2002.

Co-author “Exploring Rapid-Reaction Capabilities for an SSC: Analytic Support to the 2000 Army Science Board Summer Study”, DRR-2369-A. Santa Monica, CA: RAND. Sep 2000.

“A Search for Dense Cores in Outer Galaxy Molecular Clouds.” Master’s thesis, Rensselaer Polytechnic Institute, 1995.

“The Combat Trains in Combat”, *Infantry*, Fort Benning, GA. May-Jun 1995.

“Class III Operations”, *Infantry*, Fort Benning, GA. May-Jun 1990.

## **Security clearance**

Current TS-SCI – SSBI. Phase Periodic reinvestigation completed 20130125. Clearance granted 20130131.

## **Awards received**

Secretary of the Army’s Pace Leadership Award. Selected as the 2005 military awardee for leadership achievement as a member of the Department of the Army staff.

Legion of Merit (2 awards), Bronze Star Medal, Defense Meritorious Service Medal, Army Meritorious Service Medal (4 awards), Army Commendation Medal (3 awards), Army Achievement Medal (2 awards), Joint Meritorious Unit Award (2 awards), Meritorious Unit Commendation, various campaign and service awards.