Meeting Agenda

Research Board

Date: 15 November 2012
Time: 1500-1630
Location: ME Conference Room (Wa302)

I. Communications
   a. Dean of Research Update
   b. HPC Update (Haferman)
   c. Kuali Coeus Update (Buettner)
   d. STEM Internship Coordination (Kerr)

II. Discussion
   a. NPS Littoral Operations Center Intro (Sepp)
   b. “Latest Research at NPS”/ Powerpoint Project (K. Wood)

III. Action Items
RESEARCH CENTER APPLICATION

Submitted to: Dean of Research, Code 09

1. Center Name: NPS Littoral Operations Center

[n.b.: An earlier prefix of “International” has been withdrawn, as almost all activities at NPS are international in nature, and as this center first and foremost supports the U.S. Navy.]

2. Center Director: Dr. Kaley Sepp

3. Center Membership (*):

   Name: Prof. John Arquilla
   Dept: DA
   DA Chair initial: 

   Name: Dean Peter Purdue
   Dept: GSOIS
   Dean of GSOIS initial: 

   Name: Rear Adm. Winford G. Ellis
   Dept: Meyer Inst.
   Dean of Research initial: 

   Name: Mr. Jeffrey E. Kline
   Dept: OR
   OR Chair initial: 

   Name: Dr. Jeffrey Appleget
   Dept: OR
   OR Chair initial: 

(*) Attach Curriculum Vitae and evidence of resent research productivity for each proposed member

4. Principal Activities:

The purpose of the NPS Littoral Operations Center is to enhance the U.S. Navy’s integration of land, air, sea, and undersea operations along the world’s coastlines, through interdisciplinary research and development involving all the departments and schools at NPS.

The center will conduct and promote the study of U.S. Navy and allied policy, strategy and technology necessary to deal with conventional, irregular and criminal threats in these crowded and cluttered coastal waters and their adjacent lands.

With the end of the Afghan war in sight, senior officials in the Pentagon are asking: how does the U.S. re-engage with NATO, and with European partners, like Sweden, and smaller countries around the world, in order to deal with emerging strategic challenges and global crises – e.g., piracy, Iran and control of the Straits of Hormuz, the China-Taiwan-Philippines-Vietnam territorial disputes, and others?

5. Benefits to NPS/Navy/DoD (please include curricula/students).

   -- The primary emphasis of the research and education managed by NPS Littoral Operations Center will be on supporting the Fleet. This will be accomplished by engaging the scientific, technological and policy studies expertise resident at NPS. There is a recognition at senior levels of the Department of Defense that littoral operations, in both combat and operations short of war, are presently understudied. The NPS Littoral Operations Center will provide the means and the venue for these studies to be conducted.

   -- Littoral Operations ties directly to the new Maritime Strategy.

   -- The proposed “Air-Sea Battle” doctrine emphasizes naval forces (a significant change from Iraq/Afghanistan emphasis on ground forces).

   -- Littoral Combat Ship (LCS) construction is proceeding, and senior officers and defense officials in the Department of the Navy are asking how best to employ them.
-- Admiral Gary Roughhead, former Chief of Naval Operations and now resident at Stanford University’s Hoover Institution, is deeply engaged in the study of littoral operations, and could be an associate of the NPS Littoral Operations Center.

-- Vice Admiral Pandolfe, Commander 6th Fleet, has written that he personally wants to participate in NPS Littoral Operations Center activities.

-- Maj. Gen. Hannifen, N95 (Expeditionary Warfare), has written that he intends his office to take the lead in using this center to study Irregular Warfare in the global littorals.

-- Maj. Gen. Clark, Commanding General of MARSOC, has written that his staff will engage with the NPS Littoral Operations Center to study special operations in the global littorals.

-- The new Littoral Combat Ship Board, established by the Chief of Naval Operations and comprised of three vice-admirals, is preparing a Program of Aims and Milestones (POAM). According to N9 (Naval Operations Warfare Systems), VADM Burke, this POAM may include the specific instruction that a Littoral Operations Center be established at NPS.

Regarding students and a future curriculum:

-- The NPS Littoral Operations Center can aid the Defense Analysis Department in managing the Unrestricted Line Officer curriculum requested by Department of the Navy (whichever of the nominated versions is forwarded by Vice Provost Moses and Associate Provost Jordanek to the Department of the Navy). Whatever the duration of this URL officer curriculum, the Chair of the Defense Analysis Department intends it to be inter-disciplinary.

-- Establishing the NPS Littoral Operations Center is a signal to the U.S. Navy: NPS is strong and viable and valuable.

6. Existing Sources of Reimbursable Funding:

   Sponsor: **Saab Sensis Corporation**
   
   Current Funding: CY 2013: $100,000.00 CY 2014: $165,000.00

   n.b.: Ms. Debbie Buetner reports that Mr. Steve Benson of Saab Sensis Corp. has filed paperwork on behalf of Saab Sensis to expedite the organizational process of the proposed NPS Littoral Warfare Center. US Trade Representative approval has been completed, a Security Agreement has been filed with the Defense Security Service, and the Military Critical Technical Data Agreement has been filed. Ms. Buetner is scheduled to meet with Mr. Benson on Nov. 6, 2012, to finalize CRADA details. Upon receipt of those details, Ms. Jane Barreto will contact the Navy International Program Office (NIPO) and file the DSP-5, the Application/License for Permanent Export of Unclassified Defense Articles and Related Unclassified Technical Data, if NIPO confirms this is necessary.

   Sponsor: **Department of the Navy** (sponsoring N-Staff sections t.b.d.)
   
   Current Funding: t.b.d.

   n.b: The Center for Naval Analyses has begun a fully-funded one-year study of Littoral Operations, which indicates that continuing support can be expected for an NPS Littoral Operations Center.

   Sponsor: **NPS Office of the Provost**
   
   Current Funding: FY 2013: $100,000.00

7. Signatures:

   [Signature]
   Proposed Center Director

   [Signature]
   Chair of Proposed Director

   2 November 2012
   Date

   2/10/12
   Date

8. Approved ______ Disapproved ______ If disapproved state reason(s):

   Associate Provost and
   Dean of Research

   Date
Dr. Kalev I. Sepp is presently Senior Lecturer in Defense Analysis at the U.S. Naval Postgraduate School in Monterey, California.

Until January 2009, he served as the Deputy Assistant Secretary of Defense for Special Operations Capabilities.

Dr. Sepp was responsible for the Department of Defense global counterterrorism portfolio. This included policy oversight of all special operations world-wide, and formulation of the Department's global counterterrorism strategy. He received his appointment in July 2007.

A former U.S. Army Special Forces (Green Beret) officer, he earned his Ph.D. at Harvard University, and his Combat Infantryman Badge in the Salvadoran Civil War. Dr. Sepp also graduated from the U.S. Army Command and General Staff College with a Master’s degree in Military Art and Science. His unit assignments included the 82d Airborne Division, the 2d Ranger Battalion, the 11th Armored Cavalry Regiment in Germany, and the 2d Infantry Division in Korea, among others. He was an assistant professor of history at the U.S. Military Academy at West Point, and a resident scholar at Harvard University.

He served as an analyst and strategist in Iraq and Afghanistan, and as an expert member of the Baker-Hamilton Bipartisan Commission on Iraq, a.k.a. the Iraq Study Group. For his service in Iraq and the Pentagon, he has been awarded the Department of the Navy Superior Civilian Service Medal, the Department of Defense Medal for the Global War on Terrorism, and the Secretary of Defense Medal for Exceptional Civilian Service.


Dr. Sepp has recently been named one of “The Ten Most Influential Counterinsurgency Thinkers” in the United States by Foreign Policy magazine. He has appeared on PBS NewsHour, CNN, CNNi, BBC, MSNBC, CBS, National Public Radio and other national news programs. His sons – a Marine and an Army paratrooper – both served in Iraq.
KALEV I. SEPP
Senior Lecturer in Defense Analysis
U.S. Naval Postgraduate School

CURRENT POSITION

Dr. Kalev I. Sepp is presently Senior Lecturer in Defense Analysis at the U.S. Naval Postgraduate School in Monterey, California.

Dr. Sepp was named one of “The Ten Most Influential Counterinsurgency Thinkers” in the United States by Foreign Policy magazine (2009).

SECURITY CLEARANCE

SECRET (held at Security Office, U.S. Naval Postgraduate School)

EDUCATION

♦ M.M.A.S. (Military Art & Science), U.S. Army Command & General Staff College, Ft. Leavenworth, Ks. (1992)


MEDIA EXPERIENCE

Dr. Sepp has appeared on PBS NewsHour, CNN, CNNi, BBC, MSNBC, CBS, C-Span and other national news programs, and is a recurrent guest on the National Public Radio shows “On Point” and “All Things Considered.” He also appears on The History Channel.

BOARD MEMBERSHIPS

♦ Insurgency Board, RAND Corporation, 2010-Present
♦ Editorial Board, Small Wars Journal, 2009-Present
♦ Advisory Board, Minerva “Terrorism, Governance and Development” Project, 2010-Present
♦ Associate, American Enterprise Institute “Land Power” Project, 2005-2007
EMPLOYMENT HISTORY

♦ Deputy Assistant Secretary of Defense for Special Operations and Counterterrorism
♦ OSD representative to White House Counterterrorism Strategy Group
♦ Responsible for Department of Defense global counterterrorism portfolio

♦ Assistant Professor, Defense Analysis Department / Associate, Center for Terrorism and Irregular Warfare
♦ Expert witness to U.S. Congress on training of Iraqi security forces (Apr. 2005)
♦ Courses taught include “Undeclared Wars,” “History of Special Operations,” “Deception & Surprise Attack,” “Military Classics”
♦ Research includes Counterterrorism Strategy, Unconventional Warfare, Stability Operations

♦ Adjunct Staff for research and analysis of issues related to terrorism and insurgency

♦ Co-writer, study of Army Special Operations Forces in “Operation Enduring Freedom” in Afghanistan

♦ Resident Scholar in History, Eliot House

♦ Commissioned as Second Lieutenant; Retired from active duty in the grade of Lieutenant Colonel.

LANGUAGES

♦ Spanish (speaking and reading)
♦ French and German (reading for research)

SELECT AWARDS

♦ United States Army Combat Infantryman’s Badge
♦ Secretary of Defense Medal for Exceptional Civilian Service
♦ Department of Defense Medal for the Global War on Terrorism
♦ Department of the Navy Superior Civilian Service Medal

SPECIAL OPERATIONS EXPERIENCE

♦ Consultant to Campaign Support Group

♦ Advisor in capital and western military zones, Salvadoran Civil War
♦ Human Rights investigation and enforcement
♦ Counter-mine measures and combat testing
♦ Civic action, refugee support and humanitarian assistance

♦ Special Forces detachment & company commander
♦ Special reconnaissance / combat operations, Panama
♦ Show-of-force deployment, Honduras
♦ Drug interdiction, Costa Rica / U.S. Border Patrol on Texas-Mexican border
♦ Humanitarian assistance and bridge/clinic/well construction, Bolivia
♦ Attached to 9a Brigada de Fuerzas Especiales Ecuatoriana, Ecuador
♦ Attached to Amphibious Striking Group 2 Staff, embarked on USS Saipan

♦ Ranger company fire support officer

♦ Special Operations Representative, “Army After Next / Army Transformation” Project
♦ Founding Member, U.S. Special Operations Command Future Concepts Working Group, MacDill A.F.B., Fla.

Additional Assignments:
♦ 2d Infantry Division, Tongduchon and Ouijungbu, Korea (1981-1983)
♦ 11th Armored Cavalry Regiment, Bad Hersfeld, Germany (1983-1986)
ACADEMIC EXPERIENCE

♦ Senior Lecturer, Defense Analysis Department
♦ Courses taught include: “Undeclared Wars,” “Deception and Surprise Attack,” “History of Special Operations,” “Psychological Warfare and Deception,” “Military Classics”
♦ Research includes: Counterterrorism Strategy, Unconventional Warfare, Stability Operations
♦ Finalist, 2006 Schieffelin Award for Excellence in Teaching (top 5% of faculty as voted by students)

Harvard University, Cambridge, Mass. (1999-2001)
♦ Resident Scholar in History, Eliot House
♦ Winner, 2000 Heimert Award for Excellence in Teaching

♦ Chief, International Division, Department of History, & Assistant Professor of History
♦ Courses taught include: “Insurgencies and Guerrilla Wars Seminar,” “International History,” “Military History,” “Leadership,” “Infantry Tactics,” “Honor Code,” “Senior Thesis in History”

♦ Lecturer, Special Forces Officers’ Course

♦ Student Staff Group Leader and Lecturer

SELECT PUBLICATIONS


“We didn’t know what we were getting into” [quote from Maj. Gen. Paul Eaton], chapter in Hope Is Not a Plan: The War in Iraq from Inside the Green Zone, T. Mowle, ed. (Praeger, 2007)

“From ‘Shock and Awe’ to ‘Hearts and Minds’: The fall and rise of US counterinsurgency capability in Iraq,” Third World Quarterly (Vol. 23, No. 2, 2007)


**JOINT, COMBINED, INTERAGENCY and ALLIED SCHOOLS and TRAINING**

*U.S. Army:*
Command and General Staff College  
Special Forces Qualification Course  
Nuclear-Chemical Targeting Analyst  
Defense Language Institute - Spanish  
Psychological Operations Course  
Regional Studies Course  
Infantry Officer Advanced Course  
Field Artillery Officer Advanced Course  
Pathfinder [Combat Air Traffic Controller]  
Paratrooper  
Ranger

*Joint/Interagency/Allied:*
U.S. Marine Corps Naval Gunfire Course  
U.S. Air Force Air-Ground Operations  
U.S. Border Patrol Tracker  
U.S. Forest Service Smokejumper  
Canadian Army Paratrooper  
German Army Urban Combat  
Ecuadorian Army Mountaineer

**SELECT PERSONAL ACTIVITIES**

♦ Fundraising volunteer, Dana-Farber Cancer Institute, Boston  
♦ Research volunteer, MRI memory research, Beth Israel Hospital, Boston  
♦ Mountaineering / ascents of Matterhorn, Mt. Rainier, Cotopaxi  
♦ Men’s Crew / graduate school intramurals, Harvard University  
♦ Battlefield Staff Ride Leader / Lexington-Concord-Bunker Hill, Bennington-Saratoga, Yorktown, Gettysburg, Little Big Horn
John Arquilla
Professor and Chair
Department of Defense Analysis
Graduate School of Operational and Information Sciences
Monterey, CA 93943
Phone: 831-656-3691
Email: jarquilla (at) nps.edu

EDUCATION:
PhD - Stanford University, 1991
MA - Stanford University, 1989
BA - Rosary College, 1975

NPS EXPERIENCE:

- 2005-present: Professor of Defense Analysis
- 1996-2005: Associate Professor of Defense Analysis
- 1993-1995: Assistant Professor of National Security Affairs

OTHER EXPERIENCE:

- 1993 - 2003 - senior consultant to the RAND Corporation
- 1989 - 1993 - RAND analyst
- 1975 - 1987 - Surety bond executive

TEACHING INTERESTS:

- Revolution in Military Affairs
- Information-Age Conflict
- Irregular Warfare

RESEARCH INTERESTS:

- Revolution in Military Affairs
- Information-Age Conflict
- Irregular Warfare

AWARDS:

- Schieffelin Award, 2002
- Hamming Award, 2001

SELECTED PUBLICATIONS: (View an extended list)

- Insurgents, Raiders, and Bandits (2011)
- *Networks and Netwars: The Future of Terror, Crime, and Militancy* (NDRI, 2001)
- *In Athena's Camp: Preparing for Conflict in the Information Age* (RAND, 1997)
Winford G. (Jerry) Ellis
Rear Admiral, U.S. Navy (retired)
Professor and Undersea Warfare Chair
Director of the Undersea Warfare Research Center
Wayne E. Meyer Institute of Systems Engineering
Monterey, CA 93943
Phone: 831-656-2488
Email: wgellis (at) nps.edu

EDUCATION:
MS - Sloan School of Management, MIT, 1974
BS - U.S. Naval Academy, 1964

NPS EXPERIENCE:

- Guest Speaker on several occasions while serving in the jobs of Commander Submarine Force, U.S.Pacific Fleet; Oceanographer of the Navy; and as Special Assistant for Undersea Strategy for the Secretary of the Navy

OTHER EXPERIENCE:

- Post Command Course, Naval War College, 1983
- Capstone Course for Flag Officers, National Defense University, 1991
- Joint Flag Officer Warfighting Course, Maxwell AFB, 1994
- Navy Executive Leadership Forum, Brookings Institute, 2000
- Revolution In Business Practices, NPS, 2000
- Intelligence Community Senior Leadership Program, CIA, 2002
- National Security Leadership Course, Syracuse University, 2002
- Served 36 years on active duty as a Nuclear Submariner retiring in 2000. During the active duty time, served on 7 submarines commanding two of them – USS ULYSSES S. GRANT (SSBN 631) and USS CITY OF CORPUS CHRISTI (SSN 705). In addition, commanded Submarine Squadron Six, Submarine Group Ten, and all submarines in the Pacific (COMSUBPAC). Other senior positions held were Oceanographer of the Navy, Director of Navy Special Programs, Director of the Deep Submergence Program, Deputy Assistant for Military Application in the Dept of Energy, Senior Member of the Nuclear Propulsion Examining Board, U.S. Representative on the NATO Naval Armaments Group (NNAG). After retirement, was selected for the Senior Executive Service and served as the Director of the Deep Submergence Program for eight years. Prior to coming to NPS, had the position of Special Assistant for Undersea Strategy for the Secretary of the Navy (Dr. Donald Winter).

TEACHING INTERESTS:

- Undersea Warfare - Teaches the course UW 2002 concerning Undersea Warfare – Yesterday, Today, Tomorrow – concentrating on the history of Submarine Warfare, Sub-Sea Warfare, and Anti-Submarine Warfare emphasizing how the warfare has changed over the years and where we are today in the Navy and what the challenges are.

RESEARCH INTERESTS:
• Serves as the Director of the Undersea Warfare Research Center. Major efforts are being made to bring research projects from the Navy, other government agencies, industry, laboratories, and other academic institutions to NPS

AWARDS:
• ACTIVE DUTY MILITARY –
  • Defense Distinguished Service Medal
  • Navy Distinguished Service Medal (2 awards)
  • Legion of Merit (5 awards)
  • Meritorious Service Medal (3 awards)
  • Navy Commendation Medal
  • Navy Achievement Medal
  • Numerous Campaign and Unit Awards
• CIVILIAN GOVERNMENT SERVICE –
  • National Intelligence Distinguished Service Medal
  • Presidential Rank Award of Meritorious Executive
  • Department of the Navy Distinguished Civilian Service Award

BOARDS/MEMBERSHIPS:
• Navy League of the United States (National Director)
• Navy Submarine League (Life Member and Member of Chairman's Advisory Council)
• Georgia Tech Research Corporation (Former Chairman of the Board of Trustees)
• U.S. Naval Academy Alumni Association (Life Member)
• National Defense Industrial Association (NDIA)
• Georgia Tech Research Institute (External Advisory Council member)
• Other professional and social organizations
OPERATIONS RESEARCH FACULTY
The Naval Postgraduate School's Operations Research Department offers M.S. and Ph.D. degrees. The department is without peer in integrating military applications of operations research into graduate education.

JEFFREY E. KLINE, CAPT, USN (RET.)

PROFESSOR OF PRACTICE, OPERATIONS RESEARCH PROGRAM DIRECTOR, MARITIME DEFENSE AND SECURITY PROGRAM DIRECTOR, CONSORTIUM FOR ROBOTICS AND UNMANNED SYSTEMS EDUCATION AND RESEARCH

Jeff Kline attended the University of Missouri, School of Engineering, graduating with honors in Industrial Engineering, and received his Navy commission through the Naval Reserve Officers Training Corps program in 1979. His initial sea tour was in USS MOOSBRUGGER (DD-980) serving as Gunnery Officer and Navigator. Jeff's following sea tours included assignments as propulsion officer in USS RANGER (CV-61), Combat Systems Officer in USS JOHN L. HALL (FFG-32), Operations Officer for Tactical Destroyer Squadron 32, Commanding Officer of USS AQUILA (PHM-4), Commanding Officer of USS CUSHING (DD-985), and Deputy Operations Officer of COMSIXTHFLT. His shore tours include Marine Corps Landing Force Training Command, Pacific as an instructor in Naval Gunfire and Supporting Arms, Naval Postgraduate School as a student in Operations Research graduating with honors, and Office of the Secretary of Defense as a Naval Analyst. Jeff is also a 1997 honors graduate of the National War College in Washington D.C.

Jeff is currently a Professor of Practice in the Operations Research department and Program Director for the NPS Consortium for Robotics and Unmanned Systems Education and Research. He teaches Joint Campaign
Analysis, Systems Analysis, Simulation and Analysis, and coordinates Maritime Security Education programs offered at NPS. In addition, Jeff is an Adjunct Professor at the Naval War College teaching an analytical series titled Joint Analysis for the Warfare Commander. Jeff supports applied analytical research in maritime security, theater ballistic missile defense, and future force composition studies. His NPS faculty awards include the 2011 Institute for Operations Research and Management Science (INFORMS) Award for Teaching of OR Practice, 2009 American Institute of Aeronautics and Astronautics Homeland Security Award, 2007 Hamming Award for interdisciplinary research, 2007 Wayne E. Meyers Award for Excellence in Systems Engineering Research, and the 2005 Northrop Grumman Award for Excellence in Systems Engineering. He is a member of the Military Operations Research Society and the Institute for Operations Research and Management Science.

Material contained herein is made available for the purpose of peer review and discussion and does not necessarily reflect the views of the Department of the Navy or the Department of Defense.
Professor Jeffrey Applegate

EDUCATION

- B.S. United States Military Academy, 1979.

RESEARCH AND TEACHING INTERESTS

Irregular Warfare and Counterinsurgency Operations—models, methods, and tools for analysis, Combat Modeling, Linear and integer programming solution techniques and their applications, Test and Evaluation, Modeling and Simulation, Cutting Planes, Scheduling, Constraint Branching

WORK EXPERIENCE

Irregular Warfare Project Lead, TRADOC Analysis Center July 2008 – April 2009. Responsible for standing up and organizing the Army’s Irregular Warfare (IW) campaign to develop a credible and relevant IW analytic capability for the Army. This includes assessing existing IW methods, models, and tools for potential Army utility, developing a strategy to address key IW modeling gaps previously identified, and pursuing resourcing through various sponsors. Additional duties include TRAC’s principal liaison with the Army G-3/5/7 Modeling and Simulation Task Force, to include advocating for resourcing of critical Army M&S capabilities.

Deputy Director and Senior Military Analyst, TRADOC Analysis Center July 2006 – July 2008. Responsible for the execution of programs conducted by a workforce of nearly 400 military and civilian personnel in four locations with a budget of over $45 million, with the mission of conducting relevant and credible analysis to inform senior Army leadership. Responsible for the oversight of Methods and Research Office, TRAC-Monterey, and the Programs and Resources Directorate. Guided, fostered and mentored the professional development of all assigned personnel, civilian and military. Ensured that analysis of warfighting concepts, organizational designs, and other combat development issues are based on sound military principles.

Deputy Director and Senior Military Analyst, TRADOC Analysis Center-Fort Leavenworth July 2004 – July 2006. Responsible for the oversight of current and future force analysis. Formed and directed teams of military and civilian analysts (government and contractor). Supervised analysis programs of combat development, force design, doctrine and operational concepts to underpin Army Transformation acquisition decisions by senior Army and DoD leadership. Managed and coordinated the efforts of over 100 experienced operations research professionals. Ensured the quality of analytic products and processes.

Commander of Troops and Senior Military Analyst, TRADOC Analysis Center-White Sands Missile Range June 2001 – June 2004. Responsible for the training, education, mentoring, and professional development of over 30 officer analysts supporting TRAC-WSMR. Directed a multi-organizational analysis program that underpinned acquisition decisions for the Army’s Future Combat Systems. Initiated and developed a training and professional development program for new analysts.

Director, TRADOC Analysis Center-Monterey 1999-2001. Directed an annual research program of cutting-edge computer technology projects that enhanced Army modeling and simulation capability. Managed an annual research budget of over $2 million for an elite team of 6 advanced degree analysts. Proposed, negotiated, and completed reimbursable research projects for several Department of Defense agencies. Built partnerships with selected universities to enhance and supplement the organization’s research projects.

Assistant Professor, Operations Research Department, Naval Postgraduate School, 1999-2001. (Concurrent appointment with position as Director, TRAC-Monterey) Lectured on recent advances in Army Operations Research and combinatorial optimization, facilitated joint Army-NPS research opportunities.

Assistant Professor, Department of Mathematical Sciences, U.S. Military Academy, 1996-1999. Developed the curriculum, directed, and taught Non-linear Optimization and Mathematical Programming courses. Also taught Probability and Statistics.


US Army Field Artillery Officer, Ft Stewart, Georgia; Federal Republic of Germany; 1979-1987. Led various Army artillery organizations including command of a nuclear-capable 155mm howitzer battery of over 80 officers and enlisted in Western Europe during the Cold War.

HONORS AND AWARDS
2003 Dr. Wilbur B. Payne Memorial Award for Excellence in Analysis
2003 Simulation and Modeling for Acquisition, Requirements, and Training (SMART) Award
2001 Simulation and Modeling for Acquisition, Requirements, and Training (SMART) Award
1993 Instructor of the Year At Large, Department of Mathematical Sciences, U.S. Air Force Academy
1991 Dr. Wilbur B. Payne Memorial Award for Excellence in Analysis
1990 Concepts Analysis Agency Director's Award for Excellence

SPECIAL SKILLS
Wide range of resource management experience:

- Director of programs conducted by a workforce of nearly 400 military and civilian personnel in four geographic locations responsible for underpinning the acquisition decisions for major Army weapon systems using models, simulations, and other advanced operations research techniques (annual budget exceeding $45 million).
- Obtained resourcing for several TRAC research and development proposals (over $5 million in 2007-2008)
- Directed a 4-year multi-organizational analysis program for the Future Combat Systems that underpinned DoD acquisition decisions with an annual budget of over $4 million.
- Director of an advanced simulation research laboratory of 6 analysts with an annual research budget of over $2 million.
- Commander of a 1200 person Cadet Basic Training Regiment.

PROFESSIONAL ORGANIZATIONS
- Institute for Operations Research and the Management Sciences
- Military Operations Research Society
- Association of the United States Army (AUSA)
- Military Officers Association of America (MOAA)