

Joseph B. Michels, Ph.D., P.E., C.P.L.

Joseph B. Michels, Ph.D., P.E., C.P.L.
Office Phone Number- 817-386-3032
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Profile—Career supply chain and logistics expert witness with over 43 years of experience in supply, transportation, sourcing, warehousing, trucking, inventory control. Testified in deposition and state/federal trials throughout the USA. International logistics experience in the Pacific Rim and Arctic. Extensive experience in warehouse operations, material handling, safety, manufacturing, hazardous material management, forklift operations and safety, warehouse and distribution center operations to include truck load and less than truck load (LTL) operations. Testified in both state and federal courts.

Former College Dean twice- (Montana State University- Billings, Air Force Institute of Technology). Retired Air Force Colonel (Grade O-6). Licensed Professional Engineer in Texas and Montana, Certified Professional Logistician (CPL).

EDUCATION

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|--|-----------------------------------|-------------------------|
| June 1997 <i>Master of Arts, National Security Studies</i> | Naval War College | Newport, Rhode Island |
| December 1990 <i>Master of Public Administration</i> | University of Oklahoma | Norman, Oklahoma |
| December 1986 <i>Doctor of Philosophy, Industrial Engineering</i> | Texas A&M University | College Station, Texas |
| June 1980 <i>Master of Science, Systems Management</i> | University of Southern California | Los Angeles, California |
| June 1976 <i>Bachelor of Science, Electronic Engineering Technology</i> | Weber State University | Ogden, Utah |

PROFESSIONAL EXPERIENCE

January 2007–Present

Principal, Solomon Bruce Consulting LLC

Fort Worth, Texas

Professional business consultant with wide breadth and spectrum of analysis and experience in Supply Chain Management Systems and Industrial Engineering, Information Technology-Logistics, Higher Education Administration and Governmental Contracting at federal, state and local levels addressing strategic matters in for-profit commercial and as well as nonprofit organizations and companies. Dynamic “nontraditional” thinker who uses creative and innovative development skills to improve organizational efficiency, increase market share and increase overall corporate/organizational profitability and market share presence. Works with large and small business domestically as well as internationally in the organizational improvement and increased profitability of firms. Authors a blog on the website, www.solomonbruce.com, which addresses business matters that any business leaders find of value. Extensive governmental contract expertise and experience in “RED TEAM” analysis of a proposal to ensure that the client’s proposal fulfills government requests. Legal expert witness in logistics, transportation, warehousing, supply chain management, business efficiency matters.

August 2002–December 2005

Dean, College of Business, Montana State University Billings

Billings, Montana

Senior academic officer, responsible for one combined department, providing research, undergraduate teaching and consulting services in accounting, economics, finance, management, management information systems and marketing disciplines.

College has approximately 25 faculty, three classified support staff, and current student enrollment of 825 students with annual graduation of approximately 130 seniors annually. Classes are taught in residence on the Billings, Montana, campus as well as distance education through the university’s Online University. Dean has budgetary responsibility for approximately \$5.2 million. Dean also has responsibility for oversight management of the Center for Business Enterprise and the Center for Applied Economic Research. The Center for Business Enterprise is the “commercial services” arm of the college, responsible for conducting a wide variety of seminars, workshops and developmental classes for community, business and academic stakeholders. The Center for Applied Economic Research has three doctoral level researchers, including the director as well as two master’s-level researchers and one classified support position, responsible for conducting a wide variety of contract economic analysis on varied matters pertaining to the Upper Rocky Mountains and Yellowstone County, Montana. Dean has a primary stake in college fundraising and was an integral part of the university’s first national capital campaign. The Dean is responsible for leading the college through on-going process of candidacy and professional accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

July 2001–August 2002 Air Force Institute of Technology Wright Patterson AFB, Ohio

Dean, School of Systems and Logistics, Colonel, United States Air Force

Senior academic officer responsible for three departments, providing research, teaching and consulting services in logistics (supply chain management, transportation, maintenance, logistics plan and policy), software engineering and defense systems acquisition.

School has a faculty of 51 certified faculty members, 24 classified staff, annual student production of over 18,000 students taught through resident school attendance at Wright Patterson AFB, Ohio, Distance learning, Web-based “Virtual Schoolhouse.” Have budgetary responsibility of \$6.4 million annually. Established collaborative industrial/academic partnerships with companies such as Oracle, Microsoft, John Deere, KPMG Consulting, and Sandia National Laboratories. Created “Virtual Schoolhouse” Web-based educational delivery mode to increase the ability of distance education through use of the World Wide Web. Integrated university faculty members into Institute through use of Interagency Personnel Agreements (IPA).

June 1999–July 2001 Bolling AFB Washington, D.C.

Commander, 11th Logistics Group, Colonel, United States Air Force

Vice presidential-level position, responsible for the material management (supply), transportation and contracting of a military base with 3,400 personnel assigned. Supply account exceeded \$7 million/annually, 272-vehicle fleet, including both general and special-purpose vehicles, busses and heavy-earth and snow-removal equipment. Service type contracts in excess of \$900 million/annually. Possessed supervisory responsibility for 274 governmental personnel and 57 contractor staff, with budgetary responsibility exceeding \$11.2 million. Reduced personnel and staffing by 44 percent, increased organizational efficiency by 22 percent and increased vehicle in-commission rates by 55 percent, through use of vehicle-leasing options. Led organization through OMB Circular A-76 process for identification of functions to be outsourced to commercial industry. Close coordination with local, state and federal government officials, both elected and appointed in ensuring service delivery goals.

June 1997–June 1999 Kirtland AFB, New Mexico Albuquerque, New Mexico

Chief, Support Services Division, Defense Threat Reduction Agency, Colonel, United States Air Force

Vice presidential-level position, responsible for safety, engineering, environmental remediation, supply, transportation, human resources and security for a nuclear test activity with geographically dispersed sites throughout the Southwest United States, Nevada Test Range and Johnston Atoll, Pacific. Reduced staffing requirements by 22 percent, increased organizational efficiency by 46 percent, re-engineered organizational structure to increase overall effectiveness by 39 percent. Supervised 55 governmental personnel and 965 contract support staff. Budgetary authority of \$75.6 million/annually.

September 1995–July 1996 Thule AB Greenland

Support Officer, 12th Space Warning Squadron, Lieutenant Colonel, United States Air Force

Vice presidential-level position, responsible for all support functions at diverse, multicultural, multifunctional Arctic airbase, including 10,500-foot runway, deep-sea port, medical treatment facility, public works, power generation, housing and all operational base needs. Possessed full operational maintenance authority for Phased Array radar system. Maintenance contract exceeded over \$77 million. City was comprised of over 1,200 people, including American, Greenlandic and Danish nationals. Supervised 110 governmental personnel and 900 contract support staff. Budgetary authority of over \$67 million/annually. Reduced contract costs by 32 percent, increased overall organizational efficiency by 23 percent. Supervised building construction projects in excess of \$30 million/annually.

November 1992–July 1995 Defense Logistics Agency Cameron Station, Virginia

Joint Program Manager, Electronic Commerce, Lieutenant Colonel, United States Air Force

Responsible for the full complement of electronic commerce/electronic data interchange implementation in the Defense Logistics Agency. Conducted small business workshops, vendor awareness requirements, participated in American National Standards Index (ANSI) X-12 standards development, implemented technology for in-transit visibility of military parts, bar coding technology, etc. Close collaboration with elected and appointed local, state and federal officials, including Governors, United States Senators and Representatives in addition to state and local economic development officers. Nationally recognized expert in the use and implementation of electronic commerce for small business and military supply commodity applications. Supervised staff of four technical experts; possessed budgetary authority of \$28.8 million/annually.

February 1992–October 1992

Pentagon

Washington, D.C.

Member, Air Force Chief of Staff Operations Group

Senior policy advisor to CEO of Fortune-10-size organization addressing all facets of logistics and logistics operations. Conceptualized, initiated, developed and implemented strategic operations policy and business re-engineering practices during unprecedented Department of Defense restructure and re-organization. Developed congressional testimony and executive branch decision briefings. Interaction with Cabinet-level appointees, Congressional members and Chief Executive Officers of private companies.

November 1976–February 1992

United States Air Force

Various

Officer, United States Air Force

Air Force Officer responsible for a wide variety of logistics, test and evaluation and policy level decisions affecting overall operations for the United States Air Force. Served as an F-16 Maintenance squadron commander during Gulf War and Logistics policy staff planner at Air Force headquarters, Pentagon, Washington, D.C. Served as senior service advocate at Headquarters Air Force, Pentagon Level for \$2.2 billion Logistics System Modernization program, an information technology intensive computer system upgrade and capability enhancement for Air Force Material Command.

COMMUNICATION SKILLS

- Authored over 210 publications, including refereed journal articles, abstracts, research reports, computer software, slide/tape videos, news releases, newsletters and magazine articles.
- Conducted over 185 presentations, including invited and volunteered talks, public meetings, radio tapes, TV appearances, and satellite video conferences.

ACADEMIC POSITIONS HELD

- Adjunct Professor of Management, Central Michigan University, Mount Pleasant, Michigan, 1987–1989
- Adjunct Professor of Logistics, Air Force Institute of Technology, Wright Patterson AFB, Ohio, 1999–2002.
- Dean, School of Systems and Logistics, Air Force Institute of Technology, Wright Patterson AFB, Ohio, 2001–2002.
- Dean, College of Business, Montana State University Billings, Billings, Montana, 2002–2005
- Adjunct Professor, College of Business, University of North Texas, Denton, Texas, 2014–Present
- Adjunct Professor, College of Business, University of Texas at Arlington, Arlington, Texas, 2015–Present

COURSES TAUGHT

Introduction to Logistics, Logistics Requirements Determination, Life Cycle Costing, Logistics Systems Theory and Analysis, Life Cycle Planning, Managerial Communication for Technical Professionals, Requirements Definition Process, Operational Strategic Planning, Goal Setting and Goal Determination, Principles and Fundamentals of System Engineering, Fundamentals of Acquisition Management, Fundamentals of Project Management, Electronic Commerce Theory and Practice, Principles of Management, Human Resources Management, Industrial Engineering Fundamentals, Leadership, Basic, Intermediate, Advanced Executive Management, Business Development, Marketing for the Small Business, Supply Chain Management.

PUBLICATIONS (Selected)

Michels, Joseph B. and Robert E. Shannon

Integration of Decision Support Systems into the Management Process, Proceedings of the Institute of Industrial Engineers, 1983 Fall Conference, Atlanta, GA, pp. 65-72.

Michels, Joseph B., Randy Light and Thomas Comstock

Club Involvement in the Volunteer Examiner Program, QST, Vol. 71, No. 3, March 1986, pp. 52-54.

Michels, Joseph B. and Leland T. Blank

Software Planning and Development Methodology for a CIM Environment, Proceedings of the Institute of Industrial Engineers, 1986 Fall Conference, Boston, MA. American Institute of Industrial Engineers, Atlanta, GA., pp. 342-350.

Blank, Leland T. and Joseph B. Michels

Software Planning Methodology, Presentation to the International Federation Operations Research Society (IFORS), Buenos Aires, Argentina, August 21-23, 1987.

Michels, Joseph B., Daniel L. Falvey and Robert H. Foglesong

A Parametric Analysis of a Tactical Fighter Wing's Combat Capability, Modeling and Simulation, Vol. 22, Part 5, Proceedings of the Twenty Second Annual Pittsburgh Conference, School of Engineering, University of Pittsburgh, Pittsburgh, PA, 2-3 May 1991, pp. 2471-2479.

Falvey, Daniel L., Joseph B. Michels and Robert H. Foglesong

Combat Ground Crew: An Accidental Experiment in Total Quality Management (TQM), Modeling and Simulation, Vol. 22, Part 5, Proceedings of the Twenty Second Annual Pittsburgh Conference, School of Engineering, University of Pittsburgh, Pittsburgh, PA, 2-3 May 1991, pp. 2465-2470.

Foglesong Robert H., Michels, Joseph B. and Daniel L. Falvey

A Back to Basics Approach to Enhancing Combat Capability in Fighter Aircraft, Modeling and Simulation, Vol. 22, Part 5, Proceedings of the Twenty Second Annual Pittsburgh Conference, School of Engineering, University of Pittsburgh, Pittsburgh, PA, 2-3 May 1991, pp. 2489-2494.

Michels, Joseph B.

Tactical Fighter Wing Reorganization: The Implications for the Maintenance Officer, Air Force Journal, of Logistics, Vol. XVI, No. 2, Spring 1999, USGPO, Washington D.C, pp. 21-23.

Foglesong, Robert H., Daniel L. Falvey and Joseph B. Michels

Restructuring the United States Air Force to Meet Tomorrow's Challenge, Modeling and Simulation, Vol. 23, Part 5, Proceedings of the Twenty Third Annual Pittsburgh Conference, School of Engineering, University of Pittsburgh, Pittsburgh, PA, 30 April-1 May 1992, pp. 2369-2371.

Falvey, Daniel L., Joseph B. Michels and Robert H. Foglesong

Total Quality Management: Barriers and Strategies in an Air Force Combat Unit, Modeling and Simulation, Vol. 23, Part 5, Proceedings of the Twenty Third Annual Pittsburgh Conference, School of Engineering, University of Pittsburgh, Pittsburgh, PA, 30 April-1 May 1992, pp. 2373-2379.

Michels, Joseph B., Robert H Foglesong and Daniel L. Falvey

Organizational Downscaling of Military Maintenance Squadron, Modeling and Simulation, Vol. 23, Part 5, Proceedings of the Twenty Third Annual Pittsburgh Conference, School of Engineering, University of Pittsburgh, Pittsburgh, PA, 30 April–1 May 1992, pp. 2381-2386.

Michels, Joseph B.

Focused Logistics in 2010—A Civil Sector Force Multiplier for the Operational Commander, Air Force Journal of Logistics, Vol. XXIII, No. 2, pp. 14-17.

Michels, Joseph B.

Civil Sector Force Multiplier for the Operational Commander, Global Thinking, Global Logistics, December 1999, Air Force Logistics Management Agency, Maxwell AFB, AL, pp. 8-13.

Michels, Joseph B.

Focused Logistics 2010, a Civil Sector Force Multiplier for the Operational Commander, Contractors on the Battlefield—Issues and Strategies 2000, December 1999, James C. Rainey, editor, Air Force Logistics Management Agency, Maxwell AFB, AL, pp. 20-25.

Michels, Joseph B.

Contracting Out—A Cost Effective Force Multiplier, Expeditionary Logistics 2000, July 2000, Air Force Logistics Management Agency, Maxwell AFB, AL, pp. 68-74.

Michels, Joseph B.

“Bolling Leaves Positive Impression on New LG/CC,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, D.C., June 25, 1999, p. 2.

Michels, Joseph B.

“Have You Seen the SOW Yet?,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, DC, August 20, 1999, p. 2.

Michels, Joseph B.

“I Don't Know, Let's Find Out,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, DC, September 17, 1999, p. 2.

Michels, Joseph B.

“Leadership, Regardless of the Team,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, D.C., January 14, 2000, p. 2.

Michels, Joseph B.

“Look Before you Leap,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, D.C., June 23, 2000, p. 2.

Michels, Joseph B.

“Let Freedom Ring—As Wing Honors MLK Today,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, D.C., January 12, 2001, p. 2.

Michels, Joseph B.

“Education: Key to Success in 21st Century Life,” Commentary, Bolling AFB BEAM, Bolling AFB, Washington, D.C., January 19, 2001, p. 2.

Michels, Joseph B.

“Professional Licensure,” IIE Magazine, Vol. 45, No. 8, August 2013, p. 35

Michels, Joseph B.

“Fundamentals of Engineering Exam,” IIE Magazine, Vol. 45, No. 11, November 2013, p. 43

Michels, Joseph B.

“Take the Final Step,” IIE Magazine, Vol. 46, No. 1, January 2014, p. 19

Michels, Joseph B.

“The Millennial Employee in Today’s Workforce—Our Future Leaders,” white paper, www.atmae.org/?page=whitepapers, October 2015

Michels, Joseph B.

“Sales Strategies: A Great Customer Experience Begins and Ends with a Smile (and a sale),” <http://www.fortworthbusiness.com/news/briefs/sales-strategies-a-great-customer-experience-begins-and-ends->, with/article_e6c1b2f6-9b9e-11e5-95d5-07e06227bfc0.html, Fort Worth Business, Dec 5, 2015

Michels, Joseph B.

“There Are Times When You Do Spook The Herd,” Fort Worth Business Press, January 22, 2016, http://www.fortworthbusiness.com/news/briefs/there-are-times-when-you-do-spook-the-herd/article_32bc1886-c165-11e5-b6eb-6702622ab4e8.html

Michels, Joseph B.

“Selling Yourself (and your product),” Fort Worth Business Press, September 9, 2016
http://www.fortworthbusiness.com/news/education_training/selling-yourself-and-your-product/article_853dc120-76de-11e6-8e47-67b9f4edfca6.html

Michels, Joseph B.

“The Value Of Advertising In Today’s Crowded Communication Cosmos,” Fort Worth Business Press, March 10, 2017
http://www.fortworthbusiness.com/news/banking_finance/the-value-of-advertising-in-today-s-crowded-communication-cosmos/article_c0a72e26-05cd-11e7-b802-cfd5c6343805.html

Michels, Joseph B.

“What Does Summer Mean For Your Business?,” Fort Worth Business Press, July 14, 2017
http://www.fortworthbusiness.com/opinion/what-does-summer-mean-for-your-business/article_10b93a04-68d3-11e7-9022-c7ce85e6712a.html

Michels, Joseph B.

“The Giving Proposition,” Fort Worth Business Press, September 9, 2017

http://www.fortworthbusiness.com/news/nonprofit/the-giving-proposition/article_25c06756-94ed-11e7-a934-430bd302cc8c.html

Michels, Joseph B.

“Veterans Day: With gratitude to those who lived the words,” Fort Worth Business Press, Nov. 3, 2017

http://www.fortworthbusiness.com/news/government/veterans-day-with-gratitude-to-those-who-lived-the-words/article_a01c1b46-c0d3-11e7-840f-175b7f1fcc12.html

Michels, Joseph B.

“Disaster Preparedness—How Ready Are You?” Bakken Oil Business Journal, October/November 2017

<http://bakkenjournal.uberflip.com/i/880379-bakkenjournal-oct-nov17-digital/19?m4=>

Michels, Joseph B.

“Technology Makes Money in The Oil Patch!” Bakken Oil Business Journal, February-March, 2018

<http://bakkenjournal.uberflip.com/i/936576-bakkenjournal-feb-march18-digital/23?m4>

Michels, Joseph B.

“ Why I am a Professional Engineer,” ISE Magazine, May 2019, Volume 51, No. 5, page 26

Michels, Joseph B.

“Commentary: Use free Agile engineering tools to work remotely,” Fort Worth Business Press, March 26, 2020. http://www.fortworthbusiness.com/news/briefs/commentary-use-free-agile-engineering-tools-to-work-remotely/article_008b462c-6f92-11ea-9fce-831769e9f865.html

Michels, Joseph B.

“COVID-19 and a Return To Work: Ramifications for Engineering Managers”10., Industrial Management, Volume 63, Number 5, November/December 2021, pages 8-10.

PRESENTATIONS/CHAired SESSIONS

Invited Luncheon Speaker, Business Development Committee, Chamber of Commerce, Adel, GA., July 1991.

Invited Dinner Speaker, Veterans Recognition Dinner, American Legion, Pelham, GA, September 1991.

Keynote Veterans Day Speaker, Veterans Celebration Parade, Thomasville, GA, November 11, 1991.

Invited Luncheon Speaker, Valdosta Senior Citizens, Valdosta, GA, January 1992.

Session Chair, Government Track, EDI 2000 Convention, Boston, MA, 23-26 March 1993.

Session Chair, Government Track, DISA 93 Convention, San Antonio, TX, 14-16 August 1993.

Keynote Speaker, Oklahoma Small Business Conference, Oklahoma City, OK, 2-4 June 1993.

Keynote Speaker, Defense Contract Management District Regional Small Business Conference, Dallas TX Region, Dallas TX, June 15-17, 1993.

Keynote Speaker, Defense Contract Management District Regional Small Business Conference, Boston, MA Region, Boston, MA, 16-17 August 1993.

Keynote Dinner Speaker, Missouri Chapter, Defense Contract Management Association, St Louis, MO, 20 October 1993.

Session Chair, Government Track, DISA 93 Convention, Dallas, TX, 26-27 October 1993.

Keynote Tutorial Speaker, Computer Aided Logistics 93 Convention, Atlanta, GA, 1 November 1993.

Keynote Opening Speaker, Department of Defense Procurement Technical Assistance Center Conference, Pensacola, FL, 7 November 1993.

Keynote Speaker, Northeast Region Small Business Conference, United States Military Academy, West Point, NY, 17 November 1993.

Technology Panel Moderator, Department of Defense Small Business Conference, Atlanta, GA, 9 January 1994.

Keynote Speaker, Defense Contract Management District Regional Small Business EDI Conference, Atlanta, GA, 14 February 1994.

Technology Track Speaker, National Contract Management Association, Northeast District Regional Workshop, Boston, MA, 9 May 1994.

Keynote Speaker, Association of Government Marketing Specialists National Conference, San Francisco, CA, 10 May 1994.

Keynote Speaker, Defense Contract Management Command District Regional Small Business Conference, Los Angeles, CA, 15 March 1994.

Keynote Speaker, Missouri Procurement Technical Assistance Center State Convention, Kansas City and St Louis, MO, 24-26 March 1994.

Technology Track Speaker, Defense Advanced Research Agency Technical Agents Conference, Coeur D' Alene, ID, 28 March 1994.

Keynote Speaker, Defense Contract Management Command District Regional Small Business EDI Conference, Seattle, WA, 6 April 1994.

Technology Panel Moderator, Kentucky Economic Development Technology Symposium, Louisville, KY, 12 April 1994.

Keynote Speaker, Virginia Procurement Technical Assistance Center State Convention, Roanoke, VA, 27 April 1994.

Keynote Speaker, Department of Commerce Minority Business Development Council Southeast Regional Meeting, Atlanta, GA, 28 April 1994.

Keynote Speaker, Defense Contract Management Command District Regional Small Business EDI Conference, Dallas, TX, 3 May 1994.

Keynote Speaker, Defense Contract Management Command District Regional Small Business EDI Conference, Chicago, IL, 24 May 1994.

Technology Track Speaker, Congressionally Sponsored Procurement Opportunities Forum, Moline, IL, 1 June 1994.

Invited Luncheon Speaker, San Antonio Business Opportunities Council, San Antonio, TX, 3 June 1994.

Technology Track Speaker, Contract Services Association (CSA) Annual Meeting, Washington, DC, 20 July 1994.

Keynote Speaker, Nebraska State Department of Economic Development Technology Seminar, North Platte, NE, 25 July 1994.

Keynote Speaker, Kentucky Innovative Technologies Program Technology Seminar, Lexington, KY, 22 August 1994.

Keynote Speaker, Kentucky State Department of Economic Development Technology Fair, Owensboro, KY, 23 August 1994.

Keynote Luncheon Speaker, Montana Business Roundup 1994, Billings MT, 14 September 1994.

Keynote Speaker, Milwaukee Minority Business Development Seminar, Milwaukee, WI, 19 October 1994.

Keynote Speaker, West Virginia Chapter, National Association of Purchasing Managers, Fairmont, WV, 8 November 1994.

Keynote Luncheon Speaker, Idaho Governors' Business Opportunity Fair, Boise, ID, 16 November 1994.

Tutorial Workshop Speaker, Computer Aided Life Cycle Support (CALC) International Conference, Long Beach, CA, 5 December 1994.

Keynote Luncheon Speaker, Delaware Valley EDI Roundtable, Philadelphia, PA, 15 March 1995.

Keynote Luncheon Speaker, Dallas EDI Forum, Dallas TX, 20 March 1995.

Keynote Luncheon Speaker, Cincinnati Chapter, National Contract Management Association, Cincinnati, OH, 10 April 1995.

Technology Track Speaker, Utah Governors Procurement Conference, Salt Lake City, UT, 18 May 1995.

Keynote Speaker, Alaska Procurement Technology Conference, Anchorage and Fairbanks, AK, 22-23 May 1995.

Panelist and Technology Track Speaker, Kentucky Information Technology Summit; Louisville, KY, 1 June 1995.

Keynote Luncheon Speaker, Rhode Island Air Force Academy Parents Fall Meeting, Providence, RI, 14 October 1996.

Keynote Dinner Speaker, Raytheon Management Association, Quarterly Managerial Meeting, Newport, RI, 17 February 1997.

Invited Speaker, McDonald Hall recognition ceremony, MSU-Billings, Billings, MT, Sept 24, 2002.

Keynote Luncheon Speaker, Billings Downtown Rotary Club, Billings, MT, October 24, 2003.

Keynote Luncheon Speaker, West End Rotary Club, Billings, MT, Jan 15, 2004.

Invited Caucus Speaker, Stillwater County Democratic Caucus, Absarokee, MT, October 22, 2004.

Invited Breakfast Speaker, Yellowstone County Democrats, Billings, MT, May 16, 2005.

Symposium Speaker, American Society of Engineering Management 2007 National conference, Chattanooga, TN, November 15, 2007.

Keynote Opening Speaker, Association of Procurement Technical Assistance Centers Spring Training Conference, Lexington, Kentucky, April 7, 2008.

Invited Symposium Speaker, SOLE–The International Society of Logistics 2008 Annual Conference, Orlando, FL, August 20, 2008.

Professional Industry Participant, Industry/Student Networking Night, Texas Christian University, Fort Worth, TX, September 10, 2009.

Session Track Speaker, Business Expansion and Retention (BEAR) Conference, Billings, Montana, September 2010.

Session Track Speaker, Business Expansion and Retention (BEAR) Conference, Billings, Montana, May 2011.

Keynote Presenter–Economic Development Authority/Chamber of Commerce Business Conference, Billings, Montana, August 2011 (Invited).

Symposium Speaker, Fort Worth Black Chamber of Commerce, Fort Worth, TX, September 12, 2012.

Symposium Speaker, Denton Chamber of Commerce, Denton, TX, September 25, 2012.

Symposium Speaker, Asian Chamber of Commerce, Plano, TX, October 23, 2012.

Conference Speaker, Mid American Government and Industry Coalition, Oklahoma City, OK, May 15, 2013.

Symposium Speaker, Fort Worth Business Advisory Center, Fort Worth, TX, July 22, 2013.

Conference Speaker, 8th Annual Veterans Business Symposium, El Paso, TX, August 26, 2013.

Symposium Moderator, 4th Annual Veterans Business Boot Camp, Dallas, TX, October 9, 2013.

Engineering Week Keynote Speaker, University of Texas at Arlington, Arlington, TX, February 18, 2014.

Session Panel Chair, Institute of Industrial Engineers International Conference, Montreal, Canada, June 2, 2014.

Symposium Speaker, Fort Worth Business Advisory Center, Fort Worth, TX, July 29, 2015.

Symposium Speaker, Aerospace States Association Foreign Direct Investment Conference, Los Angeles, California, October 26, 2015 (Invited).

Panel Participant, Aerospace States Association Foreign Direct Investment Conference, Los Angeles, California, October 28, 2015 (Invited).

Guest Lecturer, Lean Cultural Environment, Department of Industrial Engineering, Look College of Engineering, Texas A&M University, College Station, Texas, November 9, 2015.

Panel Participant, Government Contracting Panel, Veterans Entrepreneurial Conference, Dallas Public Library, Dallas, Texas, November 12, 2015.

Keynote Speaker, "Breakfast at the BAC," Fort Worth Business Assistance Center (BAC), November 19, 2015.

Motivational Speaker, Texas Academy of Biological Sciences (TABS), Tarrant County College, Trinity River Campus, Fort Worth, Texas, January 22, 2016.

Luncheon Speaker, Rotary Club of Cleburne, Cleburne, Texas, March 10, 2016.

Invited Guest Lecturer, Facility Location Analysis, Department of Industrial Engineering, Texas A&M University, Look College of Engineering, Texas A&M University, College Station, Texas, April 21, 2016.

Luncheon Speaker, Rotary Club of Mansfield, Mansfield, Texas, May 17, 2016.

Webinar Presenter, "Professional Engineering Licensure Requirements," Hosted by Institute of Industrial and Systems Engineers Industry Advisory Board, October 13, 2016. www.iise.org/webinars.

Invited Guest Lecturer, Student Chapter, Institute of Industrial and Systems Engineers, University of Texas at Arlington, Arlington, Texas, October, 19, 2016.

Keynote Speaker, "Breakfast at the BAC," Fort Worth Business Assistance Center (BAC), November 17, 2016.

Luncheon Speaker, Fort Worth Chamber of Commerce "Impact Your Business" series, November 14, 2017.

Keynote Speaker, "Breakfast at the BAC," Fort Worth Business Assistance Center (BAC), November 16, 2017

Keynote Speaker, "Entrepreneur Leadership Forum," Tarrant County College, Trinity River Campus, Fort Worth, Texas, January 24, 2018.

Luncheon Speaker, Decatur, Texas Rotary Club, "Millennial Generation Employees," January 25, 2018.

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, September 14, 2018.

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, November 30, 2018

Luncheon Speaker, Fort Worth International Rotary Club, "Millennial Generation Employees," March 4, 2019.

Invited Guest Lecturer, Undergraduate Engineering Seminar, Texas A&M University, April 26, 2019

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, September 14, 2019

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, October 18, 2019

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, November 7, 2019

Breakfast Speaker, Mansfield, Texas Rotary Club, "Millennial Generation Employees," December 11, 2019.

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, August 20, 2020.

Plenary II speaker (Invited): *Human Capital: The Shift in the Way We Work*, World Manufacturing Forum North America, Phoenix, Arizona, (virtual), November 11, 2020

Panel V participant, (Invited) *Filling the ManuVision Pipeline*, World Manufacturing Forum North America, Phoenix, Arizona, (virtual), November 12, 2020

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, November 20, 2020.

Invited Guest Lecturer, Undergraduate Engineering Seminar, Texas A&M University, February 19, 2021

Luncheon Speaker, Rotary Club of Carthage, Carthage, Texas, April 8, 2021

Invited Guest Lecturer, Undergraduate Leadership Forum, Panola College, Carthage, Texas, April 8, 2021

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, September 10, 2021

Keynote speaker, American Society of Engineering Management Student Chapter Meeting, Texas A&M University, September 20, 2021

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, December 3, 2021

Graduation convocation speaker, Weber State University, Ogden Utah, College of Engineering, Applied Science and Technology, April 29, 2022

Track Speaker and session moderator, Institute of Industrial and Systems Engineers Annual Conference, Seattle, Washington, May 25, 2022

Invited Guest Lecturer, Undergraduate Engineering Seminar, Texas A&M University, August 25, 2022

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, October 21, 2022

Invited Guest Lecturer, Doctoral Engineering Seminar, Texas A&M University, November 11, 2022

Invited Guest Lecturer, Undergraduate Engineering Seminar, Texas A&M University, January 22, 2023

Industrial Engineering Great Lakes Regional Conference, Ohio State University, Columbus, Ohio, February 18, 2023

Panel Chair and Moderator, Industrial Engineering Dallas/Fort Worth Senior Chapter Engineer Week Forum, University of Texas at Arlington, Arlington, Texas. February 21, 2023

Track Chair, Engineering Management Track, Institute of Industrial and Systems Engineers
International Conference, New Orleans, Louisiana, May 20-23, 2023

PROFESSIONAL CERTIFICATIONS AND LICENSES

Registered Professional Engineer Licenses, Texas # 86679, Montana # 18386

Certified Professional Logistician, SOLE–The International Society of Logistics, #1224

Certified Cost Analyst, Institute of Cost Analysis, #1774

DOD Defense Acquisition Worker Improvement Act (DAWIA), Level 3, Acquisition Logistics Certified,
December '93– Present

Federal Communications Commission General Radiotelephone License with ship radar endorsement,
Certificate Number PG-4-17806, May 1976–Present

Federal Communications Commission Amateur Radio License, Certificate Number WA7SNR, December
1971–Present

DOD Top Secret with SBI Security Clearance—currently inactive

Lean Six Sigma, Yellow Belt, September 2013–September 2016

SERVICE

Senior Advisor, Rotaract Club of Fort Worth, August 2020-Present

Member, Board of Directors, Fort Worth Youth Symphony, Fort Worth, Texas, October 2019- Present

Member, National Society of Professional Engineers (NSPE) representative on the American Association of
Engineering Societies (AAES) Professional Licensing Working Group, November 2015–Present

Member, NSPE Committee on Policy and Advocacy, November 2015–Present

Member, Board of Directors, Lone Star Chapter, National Defense Industrial Association, July 2014–
December 2020.

Chair, Program Committee, Rotary Club of Fort Worth, Fort Worth, Texas, July 2015–April 2019

Member, Site Based Advisory Committee, Texas Academy Biological Sciences (TABs) , Fort Worth,
Texas, September 2014-September 2016

Co-Chair, Young Engineers Committee, Texas Society of Professional Engineers, January 2013–June 2015

Member, Fort Worth Business Assistance Center Business Plan Competition Committee, Fort Worth, Texas,
March–Present

Member, Rotary Club of Fort Worth, Fort Worth, Texas, November 2012–Present

Member, Board of Directors, Billings Downtown Rotary Club, Billings, Montana July 2011–April 2012

Member, Board of Trustees, First United Methodist Church, Billings, Montana, January 2007–January 2010

Co- Vice Chair, Industrial and Systems Engineering Professional Engineering Licensure Development
Committee, National Council of Examiners for Engineering and Surveying (NCEES), May 2009-
December 2018.

Chair, Industrial and Systems Engineering Professional Engineering Licensure Development Committee,
National Council of Examiners for Engineering and Surveying (NCEES), January 2019- Present

Member, Billings MT Chamber of Commerce Education Taskforce, July 2006–August 2009

Chapter Chair, Billings Chapter, Montana Ambassadors, Sept 2003–December 2009

Co-Chair, Dean Search Committee, College of Allied Health Search, Montana State University–Billings, January–September 2005

Member, Dean Search Committee, College of Liberal Arts, Montana State University–Billings, March–October 2004

Member, University Student Recruitment Taskforce, Montana State University–Billings, September 2002–January 2005

Vice President, Magic City Model A Car Club, Billings, Montana, September 2002–January 2004

Board Member, Billings Area Chamber of Commerce, Billings, Montana, September 2003–July 2010

Vice Chair and Board Member, Montana Business Incubator, Billings, Montana, January 2003–June 2010

Board Chair and Member, Board of Directors, Billings Head Start, Billings, MT, December 2002–July 2010

Member, Downtown Noon Rotary Club, Billings, MT, September 2002–April 2012

Program Chairman, Dayton Chapter, Institute of Industrial Engineers, January 2002–August 2002, Dayton, Ohio

Chairman, Leaders Encouraging Academic Development Responsibly (LEADR), 11th Wing, United States Air Force, Bolling AFB, Washington D.C., April 1999–December 2000

Program Chairman, Washington Chapter, Institute of Industrial Engineers, Sept. 1993–August 1995, Washington, D.C.

Military Co-Chair, Computer Aided Technology Transfer (CATT) Development Committee, Oklahoma State University, Stillwater, OK, February 1993–August 1995

Member, Social Studies Curriculum Review Committee, Arlington Public Schools, Arlington, VA, August 1993–May 1995

Member, Lions Club, Valdosta, GA, October 1989–February 1992

Treasurer, Washington Chapter, Institute of Industrial Engineers, September 1987–April 1989, Washington, D.C.

Member, Lions Club, College Station, TX, November 1984–June 1986

PROFESSIONAL ORGANIZATIONS AND ACADEMIC HONOR SOCIETIES

Paul Harris Fellow, Rotary International, 2009, 2018

Senior Member, SOLE–The International Society of Logistics-
November 1983- present

Senior Member, Institute of Industrial Engineers, October 1982-
present

Member, Texas State Professional Engineers Society

Graduate, Leadership Billings, 2003

Member, National Society of Professional Engineers

Certified Cost Analyst, Institute of Cost Analysis

Life Member, Air Force Association

Member, Phi Alpha Alpha and Sigma Beta Delta National Honor Societies

James E. Forrestal award winner, Naval War College, 1996; selected as a Forrestal Scholar for the 1996-1997 graduating class

MILITARY DECORATIONS AND CIVILIAN RECOGNITION

Legion of Merit with one (1) Oak Leaf Cluster

Defense Meritorious Service Medal with one (1) Oak Leaf Cluster

Meritorious Service Medal with four (4) Oak Leaf Clusters

Honorary Kentucky Colonel, March 17, 1994

Honorary Admiral, Nebraska Navy, June 1, 1994

Arkansas Traveler, March 11, 2015

Montana Ambassador, Appointed by Governor of Montana, January 2003

Outstanding Alumnus, Department of Industrial Engineering, Texas A&M University, April 2005

Montana Ambassador of the Year, 2012, Selected by the Governor of Montana