

CHALON KELLER, Ph.D.

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EDUCATION

MS **United States Air Force Air War College, Maxwell AL**
2008 Air Power Strategy & National Security

Ph.D. **Utah State University, Logan UT**
1998 Sociology (organizational behavior focus)
Dissertation: “Employee Perceptions of Equity, Job Satisfaction, and Company Commitment: A Comparison of Company Policies and Rewards between Management and Workers.”

MS **Utah State University, Logan UT**
1991 Sociology
Thesis: “Public Willingness to Finance Local Improvements in Nonmetropolitan Areas.”

B.S. **Utah State University, Logan UT**
1992 Sociology

SUMMARY OF STRENGTHS

- Skilled Educator! Have more than 20 years’ experience successfully teaching business disciplines (operations management, entrepreneurial leadership, etc.) at the University and Corporate levels, as well as within the Department of Defense. Served as the Liaison to the USU Ephraim Campus, and to Snow College. Taught graduate and undergraduate courses and performed advisor and mentoring duties. Actively engaged in community outreach activities in support of USUs Land Grant Mission.
- Accomplished Leader. Have over 15 years of experience managing all aspects of business enterprises to include: budgets, resource allocation, manpower implementation, and production operations.
- Tenacious Project manager. Proficient in applying systems engineering techniques to concurrent projects in order to improve organizational performance.
- Expert Transformation Change Agent. Lead numerous public, private, and international government organizations and businesses in developing and deploying Lean strategies to achieve ambitious quality, cost, & delivery goals.
- Highly trained in Qualitative and Quantitative Research Methods as well as Parametric and Nonparametric statistics. Proficient in numerous logistics, production management, and financial data systems commonly found in United States Government organizations.

- Experienced Production Manager – Successfully lead numerous Department of Defense and private sector organizations to achieve positive quality, cost, and delivery results!
- Highly experienced working with senior staffs to eliminate organizational barriers, streamline production, and create continuous improvement systems. Skilled at strategic planning, strategy deployment, goal setting, decision-making, and getting things done through people.
- Extensive labor relations training to include employment law, general labor law, trade union law, as well as industrial relations and collective bargaining. Proficient in such Human Resource functions as recruiting, goal setting, performance appraisal, motivating, rewarding employees, etc.
- Specialized skill sets include: Lean Manufacturing/Lean Depot Repair theory and applications, Six Sigma, strategic planning, and team building. Expertise in teaching and implementing such Lean Manufacturing/Maintenance tools as Kaizen and Kaikaku events, Process Re-engineering, Value-Stream Mapping, 6S, JIT, Single-Piece Flow, Quick Change Over, Pull Systems, Administrative Lean, and Benchmarking.

PROFESSIONAL ACADEMIC EXPERIENCE

Leadership & Academic Roles in Higher Education

August 2018 – Present:	Professional Practice Assistant Professor, Center for Entrepreneurship, Huntsman School of Business, Utah State University, Logan, UT
August 2017 – August 2018	Professional Practice Assistant Professor, Department of Management, Huntsman School of Business, Utah State University, Logan, UT
May 2003 – July 2017	Adjunct Professor, John M. Huntsman School of Business, Utah State University, Logan, UT
August 1999 – August 2003	Associate Director of Business Graduate Studies, College of Business, Utah State University, Logan, UT

TEACHING: IN-CLASS INSTRUCTION

Courses Taught at Utah State University

Graduate Courses:

MGT 6720 – Strategic Operations Management (Traditional on campus, Executive programs, Face –to-Face, Broadcast, and Online)

Undergraduate Courses:

MGT 3510 New Venture Fundamentals

MSLE 3510 New Venture Fundamentals (face – to-face, broadcast, & online)

MGT 3530 New Venture Marketing

MSLE 3530 New Venture Marketing (face-to-face, broadcast, & online)

MGT 3500 Fundamentals of Marketing

MGT 3700 Operations Management
MGT 4720 Production Planning and Control
MGT 4790 Managing Global Value Chains
MGT 1050 Fundamentals of Business Leadership

Courses Taught at Other Institutions

Undergraduate Courses:

Idaho State University – Social Statistics
Idaho State University – Research Methods
Idaho State University - Introduction to Sociology
Boise State University - Introduction to Sociology

Teaching Accomplishments

- *Teaching Methods & Philosophy*

- Developed and expertly taught seven different course subjects (MGT 6720, MSLE 3510, MGT 3500, MSLE 3530, MGT 4720, MGT 4790, and MGT 1050). Student feedback has been consistently positive
- Developed an intentional teaching philosophy grounded based on my academic and unique professional executive/leadership experiences
 - Three-step teaching model:
 1. Ensure *clarity* when teaching concepts, tools, and expectations
 2. Students *apply* new concepts in simulated or real-world settings
 3. *Engage* students in the learning process
- Aligned all course learning objectives with HSB purpose, vision, and goals
 - Management courses support development, change and profitable outcomes
 - Operations courses supports analytical, communication, and process program outcomes
 - Entrepreneurship courses support establishing profitable ideas and improving business
- Provided students with clear expectations and aligned course activities with assessments and learning objectives
- Assist students in building, launching, and sustaining successful businesses
- Teach students how to develop and refine business ideas (recognizing the difference between ideas and opportunities)
- Assist students is acquiring resources necessary to developing and launching a business

- Partnered with experts within USU's CIDI organization and the USU MBA program administrators to utilize cutting edge technology and teaching strategies for graduate-level adult learners in executive program
- Early adopter of "Poll Everywhere" where students propose answers and preferences via cell phones; aggregated results are graphically posted live
- Implemented blog protocol where students post top three most meaningful learnings, ask a forthright question, and respond authentically to one another's propositions and questions
- Engaged students in the Canvas peer review to develop critical thinking skills
- Ensured relevance of course projects applied in "real-world" companies
- Organized numerous opportunities for my Entrepreneurship and Operations students to visit outside organizations to learn real-world applications of the concepts being taught within the classroom
- Created and oversaw major course projects where MBA students evaluate operational processes for real companies and provide recommendations for improvement to their leadership teams.
- Collaborated with MBA program administrators and My New Educator technical expert to develop and successfully execute the first MGT 6720 online course. Wrote and narrated scripts for videos included within each learning module for the course.
- Partnered with Dr. Michael Glauser to update curriculum for the Entrepreneurship Minor. Integral in developing state of the art video lectures and introductions for inclusion into the MyEducator coursework (MSLE 3580 & MSLE 6410)

- *Engagement with Students Outside the Classroom*

- Devoted significant amount of time advising undergraduate and graduate students regarding both their academic work, and their professional/career pursuits
- Crafted numerous letters of recommendations for students applying for jobs and/or for graduate school
- Assisted undergraduate students in the Huntsman Scholars Program apply for and secure internships
- Conducted dozens of mock interviews for students who are preparing to join the workforce
- Arranged and hosted career exploration visits for my "operations" students so they could learn about real-world application of Ops Mgmt. skills (Trails West Trailers, OC Tanner, Autoliv, Northrop Grumman)

ACADEMIC SERVICE

- *Service on Behalf of the Outreach Mission of Utah State University*
 - Keynote Speaker for two Aggie Leadership Extravaganza annual leadership conference (2018)
 - Presenter at the Yun Kim Population Research Lab fiftieth year celebration (2018)
 - Keynote Speaker for the USU Women in Aviation Conference (2017)
 - Regularly represent the Entrepreneurship Center at Cache Valley Chamber of Commerce meetings, breakfasts, luncheons, and community outreach activities
- *Service on Departmental or College Committees*
 - Co-Chair, Huntsman Venture Forum (HVF) Committee
 - Actively participate in Entrepreneurship Center Founders Board meetings (2018-2019)
 - Assisted in the planning and execution of Entrepreneurship Week 2019
 - Routinely volunteer to assist the MSLE department with candidate visits
 - Assist in the promotion of the Entrepreneurship Center to potential donors such as Mrs. Gail Miller, Chairwoman, Larry H. Miller Companies, and Mr. Trent Christiansen, Corporate Development Officer at Zions Bank. (2018-2019)
- *Service that Supports the Academic Mission of the University*
 - Lead the effort to design, develop and implement a joint venture between Utah State University's Huntsman School of Business and Snow College. This innovative partnership facilitates the delivery of two HSB Bachelor's degrees (Business Administration & Marketing) to the campus of Snow College, delivers valuable services and resources to Snow College, and increase USU's recruitment, retention and placement of students (2017-2018)
 - Authored the official Memorandum of Agreement detailing the roles, responsibilities, and expectations of both USU/HSB and Snow College.
 - Worked with Sanpete County Economic Development Director to establish and secure funding for the \$10,000 Sanpete County Scholarship for HSB/Snow students
 - Worked with Snow and USU to develop and articulate a new course, PHIL 1050, that will count as an equivalent course for USU's MGT 1050 (a required prerequisite course). This course successfully launched Fall Semester 2018
 - Collaborated with Snow College Business Department Chair to write role description for a new Snow College Entrepreneurship Center Director. Crafted legislative request to fund the position – the position was fully funded by the Utah State Legislature, was advertised in August of 2018, and filled in November of 2018.

- Coordinated an “Entrepreneurship Summit” between Snow College Business Department and the HSB Entrepreneurship Center where best practices and lessons learned were shared
- Worked with Dr. Sterling Bone and Dr. Mike Glauser to tailor the Technical Sales Management and Entrepreneurship minors’ curriculum to meet the needs of the Sanpete County area. Promoted these curriculums in numerous informational sessions on the campus of Snow College
- Partnered with Dr. Sterling Bone to refine the Technical Sales Management minor curriculum and promote it to the Snow College Software Engineering and Music majors
- Worked with Sanpete County Commissioners and business leaders to find ways to promote the USU/Snow partnership as well as to raise/allocate money for scholarships
- Partnered with Dr. Mike Dixon to update curriculum for the undergraduate Operations Management (MGT 3700) (2018)
- Worked closely with Eric Schultz to ensure the *Marketing Fundamentals* (MGT 3500) online coursework is relevant, timely, and meets the rigorous standards of the HSB (2018)
- Actively promote the Entrepreneurship Minor curriculum via advising students, apprising academic advisors, in marketing/promotional events and in public speaking events
- Assist the MBA office where needed (mentoring students, reviewing applications/resumes. etc.) and supported all of their activities and events (dinners, meetings, etc.). I have a 100% attendance in all MBA meetings, dinners, graduation celebrations, etc., since 2013! (2013-2019)
- At the request of Dr. Brad Winn, I have joined him as a guest speaker in promoting the Professional MBA programs to several regional campus sites (Ephraim, Brigham City, Kaysville, and SLC) (2018)
- *Service as a Consultant to Local, Regional, National, or International Organizations*
 - Performed consulting/advisory duties to the Sleep Number Corporation, Kenco Logistics Corporation, Bull Frog Spas and Chemical Bank (2017-2019)
 - Co-hosted Dr. Seth Akutson, from Kaduna State University in Kenya, during a multi-day visit to USU. The purpose of his visit was to learn how to incorporate best practices from USU’s Entrepreneurship Center, to his school. Arranged team discussions, one-on-one meetings, class visits, etc. (2019)

BOARD & COMMITTEE SERVICE

- *Current Service*

Co-Chair, Huntsman Venture Forum Committee

USU Faculty Senate (alternate 2019-2022)

Faculty Advisor, Entrepreneurship Club

Faculty Advisor, Huntsman Scholars Program

Representative, Cache Valley Chamber of Commerce

- *Past Service*

Chair, USU/Snow Partnership Development Committee

Regularly served on USU graduate student curriculum committees

Chair, USU Diversity Scholarship Committee

Faculty Advisor, USU Pride Alliance student association

Member of the Shingo Prize Examiners Board

Chair, New Workload Planning Committee, C-130 MX Squadron, Hill Air Force Base, UT

Chair, Personnel Hiring Committee, F-16 Division, Hill Air Force Base, UT

Chair, Company Grade Officer Promotion Committee, 75th ABW, Hill Air Force Base, UT

Chair, Safety Committee, 309 MX Group, Hill Air Force Base, UT

Chair, Quality Committee, 309 MX Group, Hill Air Force Base, UT

Member, Crisis Management Team, F-16 Division, Hill Air Force Base, UT

Member, Resource Allocation Committee, F-16 Division, Hill Air Force Base, UT

Member, Franklin County Medical Center Board

Member, Franklin County Planning & Zoning Commission

PROFESSIONAL ENGAGEMENT & PRESENTATIONS

Keller, C. (9 Nov. 2018) “Act – Lead – Elevate.” Aggie Leadership Extravaganza, Utah State University, Logan, UT.

Keller, C. (10 Nov.2018) “Act – Lead – Elevate.” Aggie Leadership Extravaganza, Utah State University, Logan, UT.

Keller, C. (2017) “She’s Daring Mighty Things.” Women in Aviation Conference, Utah State University, Logan, UT.

Keller, C. (2016) “Blame the Process, Not the Person.” Strategic Leadership Conference, Hanscom AFB, MA.

Keller, C. (2016) “Agility, Lethality, and Maintainability: The Importance Air Power Sustainment Management.” Briefing to the Ministry of Defense, Jakarta, Indonesia.

Keller, C. (2015) "Doing Lean is Like Going to War. Prepare!" Corona General Officer Retreat, United States Air Force Academy, Colorado Springs, CO.

Keller, C. (2014) "Achieving and Sustaining Gains in Process Improvement Activities." Briefing at the Supreme Air Force Counsel, Hellenic Air Force, Larissa, Greece.

Keller, C. (2009) "Lean Applications for High Value Weapons Systems." Briefing at the Ministry of Defense, Lisbon, Portugal

Keller, C. (2007) "Lean Applications on and Above the Shop Floor." Worldwide Lean conference, London, England.

Keller, C. (2007) "Lead, Teach, Challenge, Repeat." Logistics Officers Association National Conference, San Antonio, TX.

Keller, C. (2006) "Successful Continuous Improvement during Wartime" (Keynote Address) National Shingo Conference, Las Vegas, NV.

Keller, C. (2006) "You Don't Have Time Not to Improve!" Air Force Material Command Mission Generation Conference, Scott AFB, IL.

Keller, C. (2006) "Lessons Learned from the Trenches." MIT Lean Aerospace Initiative Plenary Conference (April 06), Boston, MA.

Keller, C. (2006) "Lessons Learned from the Trenches." Sandia National Laboratories Black Belt Summit, Albuquerque, NM.

Keller, C. (2005) "Suspend Disbelief: Challenge the Realm of the Possible." F-16 Worldwide Review, Air Combat Command Head Quarters, Langley, VA.

Keller, C. (2004) "Implementing Lean in Life or Death Situations." A-10 Worldwide Review, Hill AFB, UT.

SCHOLARLY PUBLICATIONS & ACADEMIC WORK

Edgeman, Rick; Hammond, Scott; Keller, Chalon (2018) "Virtuous Cycles: Organizational Dynamics of Innovation and Excellence." Total Quality Management & Business Excellence.

Hammond, Scott, Keller, Chalon, Edgeman, Rick, McGraw, Jessica (2018) "The Promise of Dialogue in Performance Management: The Art of Horizontal." Communication." Measuring Business Excellence.

Keller, Chalon and Toney, Michael B. (2003). "Regional Cultures, Persistence and Change: A Case Study of the Mormon Culture Region." Social Forces.

***Paper presented at the Population Association Korea's Meetings in Seoul, Korea June 9, 2002.

Keller, Chalon; Chandler, Gaylen, N.; and Lyon, Douglas W. (2000). "Unraveling the Determinants and Consequences of an Innovative Supportive Organizational Culture." Entrepreneurship Theory and

Practice. Fall 2000 Vol. 25, No. (Presented at the Strategic Management Society's 19th Annual International Conference, October 3-6, 1999, in Berlin Germany).

Chandler, Gaylen, N. and Keller, Chalon (1998). "Fostering Intrapreneurship in Small Business." Presented at the Babson College- Kauffman Foundation Entrepreneurship Research Conference, November 1998.

Chalon Keller (1998). "Employee Perceptions of Equity, Job Satisfaction, and Company Commitment: A Comparison of Perceptions of Company Policies and Rewards between Management and Workers. Ph.D. Dissertation

Chalon Keller, Michael B. Toney, and Lori Hunter (1998). "Growth and Economic Stability of the Mormon Culture Region." Presented at the Annual Meetings of the Rural Sociological Society, August 5-9, Portland, Oregon.

Michael B. Toney and Chalon Keller (1997). "Political, Economic, and Social Dominance of Major Cities in East Asia." In Urban Development in East Asia and the Growth of Inchon (pp. 49-66). Inchon Development Institute, Inchon, Korea.

Chalon Keller, (1995). "Public Willingness to Finance Local Improvements in Nonmetropolitan Areas." Master's Thesis. Utah State University.

PROFESSIONAL EXECUTIVE EXPERIENCE (Sept. 2003 – May 2017)

- *Strategic Leadership Roles within the Department of Defense*

March 2016 – May 2017

F-16 Programs Integrator, F-16 Division, Hill Air Force Base, UT

Oversaw the acquisition, development, and sustainment of the F-16 Fighting Falcon for United States Air Force, Air National Guard, and Air Force Reserve Command fleets (\$1B Portfolio)

- Charged with coordinating/integrating the planning, developing, testing, production and deployment of high-priority (to include classified) warfighting capabilities and technology demonstration as well as needed structural modifications and repairs to the entire USAF F-16 fleet
- Planned, organized, and oversaw the program development and sustainment activities of the organization. Synchronized the efforts of program managers, logisticians, software developers, engineers, equipment specialists, contracting officers, financial managers, etc., to ensure needed F-16 upgrades, modifications, and repairs are planned and executed in an efficient manner
- Established goals and metrics to accurately assess the efficiency, effectiveness, and compliance to regulatory requirements for each program
- Evaluated requirements for additional resources needed for programs/projects and balanced organizational needs with overall mission requirements and resource interests

- Planned and scheduled work in a manner that promoted smooth flow of customer needs
- Established and managed review systems for the organization that ensured customer needs were met and validated and that the economy and quality of operations were maintained and improved
- Participated in special logistics management operations projects and initiatives and lead/performed special assignments
- Represented the F-16 Program Office with a variety of installation, functional area organizations, and active duty flying units

June 2011 – March 2016

Chief, F-16 International Branch (FMS), Hill Air Force Base, UT

Provided leadership, supervisory, and strategic guidance for a 250 personnel organization in the execution of 25 International & Partnered Nation's F-16 sustainment programs (\$9.1B portfolio)

- Managed all programmatic and security issues involved with hosting 36 (on-site) Foreign Liaison Officers
- Responsible for all aspects of Foreign Military Sales (FMS) worldwide sustainment management for the FMS F-16 fleet, i.e., acquisition program management, systems engineering, technical management, production management, inventory management, configuration management, budget and a host of customer support functions
- Planned, directed, integrated and executed all aspects of FMS programs to achieving program cost, schedule performance, and/or system supportability requirements
- Lead key acquisition activities to include Milestone reviews, Review Boards, Critical Design Reviews, etc.
- Developed goals and objectives that integrated the organization and customer relations
- Established, revised, & reviewed policies, procedures, mission objectives, and organization design to eliminate work problems or barriers to mission accomplishment
- Served as spokesperson for FMS programs in major program reviews, inspections, conferences, and other program evaluations and major milestone events
- Established time phasing of program elements compatible with the foreign governments executed Letter of Offer and Acceptance
- Integrate funds requirements to develop a total budget for development and acquisition programs for FMS cases

- Worked with powerful senior leaders (Air Logistics Centers, Defense Logistics Agency, Air Force Security Assistance Center, Secretary of the Air Force for International Affairs, etc.) and many FMS customers to ensure appropriate support to allied nations F-16 fleets
- Provided the overall supervision and management guidance required to plan, direct, organize and control F-16 International Programs Branch activities in consonance with Air Force Material Command (AFMC), USAF, Foreign governments and Department of Defense (DoD) directives and requirements
- Coordinated day-to-day branch activities. Advised staff regarding policies, procedures, and directives from higher-level management or headquarters. Made branch personnel decisions by considering individual skills and qualifications, as well as mission requirements and EO/diversity objectives
- Directly applied Integrated Product Support *Elements* in the following ways:
 - Product Support Management: From the creation of Letters of Request/Letters of Offer and Acceptance, to the execution of country programs, I fully engaged in planning for and managing program value chains from inception to disposal
 - Supply Support: As the leader of an organization whose focus is the sustainment of aging fleets, the acquiring of needed parts and equipment in a DMSMS environment is a daily challenge. I assisted program teams in the acquisition of critical parts while keeping total ownership costs in check
 - Packing, Handling, Storage & Transportation: From disassembling Excess Defense Article F-16's and packing/shipping them to the Depot for regeneration, to the proper storage of F-16 wings, engines, and support equipment, I applied proper and innovative solutions to achieve program missions all IAW applicable rules & regulations
 - Maintenance & Planning: I worked daily with the OO-ALC Depot and well as international depots and contractor facilities to plan and execute maintenance missions, functions, goals, objectives, work processes and budgets
 - Design Interface: As many of my programs required unique avionics and software modifications & upgrades, I worked closely with SAF/IA, Dept. of State, the 309th Software Maintenance Group, and contractors to ensure country-specific technology insertions meet both USAF directives and mission requirements
 - Sustaining Engineering: I oversaw the management of numerous avionics configurations, time-phased contracts, engineering development, time compliance technical orders, technical data creation, spares procurement, production, management and installation of hardware/software per specific program requirements
 - Technical Data Management: I oversaw the complexities involved in creating and disseminating country-specific technical data. I worked with the USAF Engineering Branch to ensure tech data currency, upgraded timely, and do not conflict with USAF priorities
 - Computer Resources: I oversaw the creation of all country programs to include the identification and acquisition of the computer hardware/software resources for teams to successfully execute their missions. I also managed the Branch IT contract which provides IT support for our Foreign Liaison Officers (to include the FLO network) and country teams.
 - Facilities and Infrastructure: I defined and acquired real property assets, special tooling and equipment, and support items for the buildings in which my teams reside. I also

oversaw site visits for depot activations in order to ensure that country facilities were designed and tooled to support their F-16 fleets

- Manpower & Personnel: I oversaw the hiring and assignments of all FMS Case and FMS Administrative-funded personnel. Additionally, I assisted in crafting manpower requirements packages to ensure proper force structure. Finally, I managed IPTs, assigned positions, and ensured employees received the proper training for their jobs
- Support Equipment: Directed the development of a Branch IDIQ for support equipment which allows participating countries to expeditiously acquire needed SE. I worked closely with New Business and Program teams to research country SE needs, plan for lead times, and developed the most cost-effective way to ship to country.
- Training & Training Support: Implemented a Branch training program specifically directed toward program managers, material managers, and financial managers. This stepwise training, along with required DAU and DISAM training, assists team members to quickly learn the tenets of their jobs and increase their skill levels and proficiencies.

October 2009 to June 2011

**Chief, Program Integration Branch,
F-16 Division, Hill Air Force Base, UT**

Lead and provided supervisory guidance to 112 engineers, logistics managers, and equipment specialists. Responsible for integrating all acquisition, sustainment, and weapon system support, functions for USAF F-16 Blk 25/30/32 Aircraft. Worked directly with active duty flying units, the Air National Guard, and Air Combat Command to ensure the operational readiness of the pre-Blk fleet. (\$500M Portfolio)

- Directed, coordinated and managed organizational resources - making necessary adjustments based on dynamic system of work assignments, repair/overhaul priorities and technologies to ensure the most productive, cost effective efforts are achieved in order to maximize worldwide logistic support of components for major US and foreign weapon systems
- Responsible for directing efforts of employees of dissimilar series within different levels of knowledge, skill and expertise
- Utilized a comprehensive knowledge of maintenance practices, distribution practices, logistics concepts, and program planning to help plan the execution of modification programs
- Submitted timely & accurate fiscal and multi-year budget estimates based on evaluation and analysis of programmed/un-programmed depot operations
- Provided various facets of operations management support/sustainment and acquisition administrative support to the F-16 System Program Manager in both functional and technical areas
- Collected and analyzed data from F-16 Division personnel and provided System Program Manager with written reports/presentations on analyzed data
- Assisted development and coordination of the F-16 Division Strategic Plan

- Provided analysis of data for developing solutions/strategies to support the F-16 Weapon System utilizing engineering, technical management, program/project management/production management support
- Interfaced daily with Pentagon, Congressional Representatives, local/higher HQ staffers and defense contractors
- Defined goals and objectives, researched, interpreted and analyzed guidelines, policies and directives in support of the F-16 Weapon System

July 2008 - August 2009

**Deputy Director, C-130
Squadron Director (572 AMXS), Hill
AFB UT**

Managed production activities for a 519-person organization that repairs, overhauls, and modifies C-130 aircraft. Directed and supervised production and weapon system support center (WSSC) functions to ensure appropriate production planning, work loading, labor standards, etc. Refined production operations to meet aggressive quality, cost and delivery goals (\$200M portfolio)

- Analyzed all processes in the organization to determine impact of new workloads and development of plans necessary for accomplishment of near and long-range requirements
- Planned, organized, and directed all production functions - mentored, motivated, and appraised staff through subordinate supervisors
- Analyzed, planned, and adjusted work operations of multiple organizational segments to meet program requirements and objectives within available resources
- Responsible for all hiring, disciplining, training, mentoring, appraising functions
- Ensured compliance of EEO standards
- Directed interaction between production programs through involvement in process improvement teams and implementation of process changes resulting from various program related initiatives
- Supported engineering personnel to utilize productivity and technology improvement programs
- Accountable for inventory to include industrial equipment, office equipment, and materials in work to ensure accountability and serviceability
- Ensured the sound financial posture of the Squadron by promoting optimum efficiency and effectiveness within budgetary targets
- Provided direct oversight for all maintenance activities to include safety, quality assurance, production line modification operations, flight test & delivery

- Developed processes to ensure that major aircraft components were routed, repaired, and returned to the aircraft docks according to takt time
- Conceptualized, developed and implemented performance metrics to measure real-time production activities
- Negotiated aircraft schedule production flow with active duty units
- Developed a scientific algorithm reporting system to provide real-time actual hour accounting to measure production execution performance
- Awarded Depot Maintenance Manager of the Year (2009)

January 2008 - June 2008

**Deputy Director, Generators Squadron
(526 EMXS)**

Managed a 270-person organization that repairs, overhauls, and modifies Aerospace Ground Equipment as well as electrical systems and components. Determined resources and monitored data points such as labor, cost, and production metrics, to ensure production goals were achieved. Provided information for the development of budgetary requirements. Controlled and monitored critical data points such as labor, cost, and production metrics to ensure objectives and goals were achieved (\$150M portfolio)

- Responsible for implementation of all facets of various command plans, and programs (e.g., Depot Repair Enhancement Program, Contract Repair Enhancement Program, AS9100) within the organization
- Utilized a thorough and complete knowledge of maintenance requirements and distribution, logistics concepts and program planning and execution
- Provided supervision, operational direction and guidance to Airborne and Ground Power Section Chiefs in an effort to provide effective material and parts support as well as to resolve critical material shortfalls & problems preventing quick and timely completion of repairs
- Regularly championed top-performers by successfully nominating them for applicable awards
- Analyzed all processes in the organization to determine impact of new workloads and development of plans necessary for accomplishment of near and long-range requirements
- Sought and secured new workload through all facets of acquisition and program sustainment

April 2005 – December 2007

**Chief, Transformation
Division, OO-ALC, Hill AFB UT**

Responsible for managing all Center-directed transformation initiatives to include Strategy development, Continuous Process Improvement (CPI)/Lean activities, Balanced Score Card, Project Facilitation, and CPI training for the Ogden Air Logistics Center (OO-ALC). Served as a USAF asset

and expert in “Lean” and traveled to numerous USAF bases (both CONUS & OCONUS) to teach principles/techniques and implement lean projects.

- Lead and provided supervisory support to a 45-person team CPI Black Belts
- Responsible for managing all Ogden Air Logistics Center-directed transformation activities to include Air Force Smart Operations for the 21st Century initiatives, Continuous Process Improvement/Lean activities, Balanced Score Card, project facilitation, and CPI training
- Developed strategy deployment model for short and long-term Lean execution for OO-ALC
- Responsible for the development of a comprehensive “World Class” Process Improvement Training Program for the Aircraft Group (18 courses)
- Taught Senior Leaders the principles of AFSO21 (Lean), Transformation, and Strategy Development at:
 - Hill Air Force Base, Ogden UT
 - Air Mobility Command, Scott AFB, Missouri
 - Air Combat Command, Langley AFB, Virginia
 - Hanscom AFB, Massachusetts
 - Dover AFB, Delaware
 - Edwards AFB, California
 - Air National Guard’s 162nd Fighter Wing, Tucson, Arizona
 - United States Air Force Academy, Colorado Springs, Colorado
 - Portuguese Air Force (PoAF), Lisbon, Portugal
 - Hellenic Air Force, Larissa, Greece
 - Sandia National Laboratories, Albuquerque, New Mexico
- Partnered with the Portuguese AF to provide Lean training and project facilitation in support of their F-16 PEACE ATLANTIS II (PAII) MID LIFE UPDATE (MLU) PROGRAMS. By re-engineering their organic and contractor production lines, I helped the Portuguese Air Force reduce cycle times for the F-16 MLU Program by 60%!

August 2003-April 2005

**Chief Process Improvement Squadron,
309th Aircraft Maintenance Group, Hill
AFB, UT**

Lead all CPI activities related to the repair & modification of the A-10, F-16, and C-130 aircraft platforms, housed in 39 separate buildings and involving 2400 personnel. Partnered with aircraft production squadron directors, to achieve positive gains in quality, cost, and delivery performance.

- Designed and implemented the United States Air Force’s first organic cellular flow depot maintenance production line; the F-16 Common Configuration Implementation Program

- Successfully implemented cellular flow throughout the entire depot maintenance F-16 Value Stream (Falcon STAR, Falcon UP, FMS, SPO operations, WSSC operations, Support Agency operations, etc.). Efforts resulted in the 573AMXS returning modified F-16's to customers an average of 18 days ahead of schedule and under budget!
- Successfully merged the \$1Billion dollar F-16 Common Configuration Implementation Program (CCIP) Block 40 with the \$100 Million Falcon STAR Block 50 cellular flow program
- Lead the F-16 Aircraft Maintenance Squadron to back-to-back **Shingo Awards** [Click here to see a video detailing my work](#)
- Attained a 30% reduction in F-16 aircraft production flow days
- Realized an increase of 80% in defect-free F-16 aircraft
- Achieved an F-16 work in process (WIP) reduced by 50%
- Successfully achieved a 100% on-time depot delivery rate of F-16's for an unprecedented 51 consecutive months!
- Championed the pursuit of AS9100 certification within the 309th Aircraft Maintenance Group. Certification achieved in Feb 06; considered among aerospace industry's best

PROFESSIONAL MILITARY EDUCATION/LEADERSHIP /EXECUTIVE TRAINING

- Leadership Development Training (LDT) (certificate program), Hill AFB, UT (2005)
- Partners in Business Leadership Seminars, Utah State University (2012, 2013, 2014, 2015, 2016)
- Operational Excellence Seminar, Utah State University (2011, 2012, 2013, 2014, 2017)
- Women in Business Seminar, Utah State University (2012)
- New Venture Management, Utah State University (2013)
- Acquisition Leadership Challenge Program II (ALCP) (2014)

SPECIALIZED EDUCATION/CERTIFICATIONS

- Air Force Professional Development Program (APDP) Life Cycle Logistics Level III
- Air Force Professional Development Program (APDP) International Affairs Level II
- Air Force Professional Development Program (APDP) Program Management Level II
- Air Force Strategic Leadership Training (STRAT) Level II

- Six Sigma Certification, Motorola University
- Lean Manufacturing Sensei Certification, DuPont Safety Program
- ISO/QS9000 Auditor, Quality Management International
- Shingo Prize Executive Examiner Certification
- Baldrige Examiner Certified, American Society for Quality
- Master Facilitator, QCI International.
- Statistical Process Control Certification, American Society of Quality Engineers

PROFESSIONAL ASSOCIATIONS

- Member, Logistics Officer Association
- Member, American Sociological Association

JOB-RELATED HONORS/AWARDS:

- 2016 – Performance Award
- 2015 – Performance Award
- 2014 - Tier I Fighter & Bomber Logistics Award (Foreign Military Sales)
- 2014 – Performance Award
- 2013 – Tier I Life Cycle Management Center Logistics (Award Foreign Military Sales)
- 2013 – Tier I Fighter & Bomber Logistics Award (Foreign Military Sales)
- 2013 – Performance Award
- 2012 – Performance Award
- 2011 – Notable Achievement Award
- 2010 – Performance Award
- 2010 – Notable Achievement Award
- 2010 – Performance Award
- 2008 – Depot Maintenance Manager of the Quarter (4th quarter)
- 2009 – Performance Award
- 2007 – Civilian Achievement Award
- 2006 – Performance Award
- 2006 - Notable Achievement Award
- 2005 – Performance Award
- 2005 – Notable Achievement Award

- 2004 - Performance Award
- 2004 - Air Force Material Command Thomas Gerrity Award
- 2004 - Notable Achievement Award
- 2004 - Air Force Material Command Depot Maintenance Management Team Leader of the Year
- 2004 - OO-ALC Depot Maintenance Manager of the Year