

**George M. Yacus, Ph.D.
Republican Candidate for
U.S. House of Representatives
Virginia District 3**



"George Yacus is a retired member of the U.S. Navy. Job titles and photographs in uniform do not imply endorsement by the Department of the Navy or the Department of Defense."

RESUME

- **USNA-Annapolis graduate and 1974 Senior Class President**
- **20 year career as Navy Pilot**
- **20 year U.S. federal employee**
(14 years Coast Guard Atlantic Area HQ in Portsmouth, 6 years at Department of Energy-Office of Fossil Energy and National Nuclear Security Administration)
- **Adjunct Professor, Old Dominion University Strome School of Business**



**Authorized/paid for by
Committee for George Yacus for Congress**

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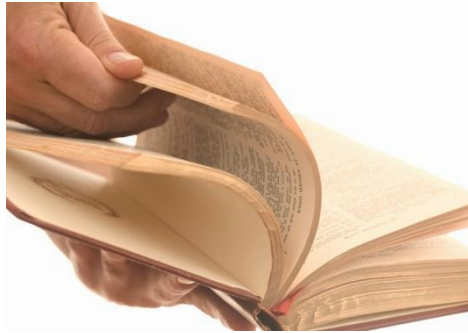
INTERESTS

- **Elder at the Bayside Church of Christ who lives his faith**
- **Leader, lead singer, and keyboardist in the Phun Doctors Band for the past 25 years**
- **Married with two children who have served as commissioned officers, and have a son-in-law on active duty in the US Army**
- **I teach your children business courses on how to deliver good leadership and management**



STRENGTHS

- **Knows the military and its significance in Hampton Roads**
- **Knows the federal government 's budget process and how federal agencies work**
- **Expert in process improvement (Lean Six Sigma Master Black Belt)**
- **Ph.D. in managing the public sector from Old Dominion University, understanding theory and policy**



PLATFORM

- **KEEP AMERICA GREAT, with a vision of Government Excellence**
- **One consistent rule-of-law for all, protecting citizens from the government and upholding the Bill of Rights**
- **Legal immigration with enforced borders, citizens with liberty that assimilate to American culture and values**
- **Fiscal Responsibility with focus on Constitutional powers and public purpose**
- **National and regional prosperity driven by effective education**

REPUBLICAN CREED

- That the free enterprise system is the most productive supplier of human needs and economic justice
- That all individuals are entitled to equal rights, justice, and opportunities and should assume their responsibilities as citizens in a free society
- That fiscal responsibility and budgetary restraints must be exercised at all levels of government
- That the Federal Government must preserve individual liberty by observing Constitutional limitations
- That peace is best preserved through a strong national defense
- That faith in God, as recognized by our Founding Fathers is essential to the moral fiber of the Nation



VALUES

- I love this country!
- I work for you and represent the desires of the people of Hampton Roads.
- I am a patriot and constitutionalist that believes in founding principles.
- I fully support the Republican Creed.

WHY CHANGE?

Republicans offer a track record of economic prosperity, diversity that unites, national strength, fairness and due process, personal safety and liberty, and ideas that work. I offer passion for government excellence, character and integrity, and service to the people of Hampton Roads

George Yacus' Stand on Issues

I will not always be in total agreement with all my constituents on every issue because we all have varying approaches, but this is my initial proposal on current issues for our district. To respect your time, I have used bullet points for brevity. Additionally, there will be times when new information and compelling arguments and data can modify my entering arguments that I support here. America first. Exceptional governance. Liberty, justice, and opportunity for all.

| INTERNATIONAL ISSUES | |
|-----------------------------|--|
| Foreign Policy | <ul style="list-style-type: none"> • America first • Strong trade brings strong bonds/decreases risk • Facilitate democracy, discourage tyranny • Give limited foreign aid that furthers US interests |
| Homeland Security | <ul style="list-style-type: none"> • Secure our borders (drugs, crime, illegals) • Respect rights of citizens w/transparency (e.g. FISA courts, surveillance, screenings, due process) |
| War and Peace | <ul style="list-style-type: none"> • Pull out of Afghanistan • Strong defense budget, upgrade forces • 500 ship Navy • Space Force and cyber forces |
| Free Trade | <ul style="list-style-type: none"> • Tailored bilateral trade agreements (e.g China) • Level the field (subsidies, intellectual property) • Remove unnecessary regulations • Make America attractive for companies |
| Immigration | <ul style="list-style-type: none"> • Legal immigration that is enforced • Only U.S. citizens vote • Options for current illegals to gain citizenship |
| Energy and Oil | <ul style="list-style-type: none"> • Balanced energy (fossil, nuclear, renewables) • Continue to be world's #1 exporter • Protect environment while extracting energy • Against the proposed "New Green Deal" |

| DOMESTIC ISSUES | |
|------------------------|---|
| Gun Control | <ul style="list-style-type: none"> • Read the 2nd amendment and follow it • Good people with guns increase our safety • Armed citizens deter thousands of crimes • No restrictions on buying/selling ammunition |
| Crime | <ul style="list-style-type: none"> • Lock up dangerous criminals • Respect law enforcement but not misconduct • Build more facilities • Make job training and religious programs available • Continue traditional bail • Better options for ex-cons going straight |
| Drugs | <ul style="list-style-type: none"> • States choose, but I oppose marijuana legalization • Drug education programs • Shut down southern border • Budget the Coast Guard adequately |
| Health Care | <ul style="list-style-type: none"> • Medicare/Medicaid continue but no expansion • Health savings accounts, new ideas • Free market healthcare system • Allowance for pre-existing conditions • Reward people who stay healthy (incentives) • Reduce tie between insurance and services |
| Technology | <ul style="list-style-type: none"> • Oversight of social media cyber-monopolies • Allow 1st-amendment free speech on internet • Protection of 4th amendment and privacy • More assets to fight hackers and cyber-theft • Regulation of telephone soliciting |
| Environment | <ul style="list-style-type: none"> • Clean air and water • No policy based on hoaxes to redistribute wealth • Sensible regulation protecting businesses/citizens • Stewardship when harvesting natural resources |

| ECONOMIC ISSUES | |
|------------------------|---|
| Budget and Economy | <ul style="list-style-type: none"> • Support American industry • Reduce and eliminate most subsidies • Balanced Budget Amendment • Fiscal responsibility based on constitution |
| Government Reform | <ul style="list-style-type: none"> • Money goes to provide citizen services • Eliminate charity entitlements – NGOs provide • Improve government processes/eliminate waste • Support capitalism, fight socialism. |
| Tax Reform | <ul style="list-style-type: none"> • Support a flat tax, not progressive tax systems • Revise IRS to simpler system • Lower government spending |
| Social Security | <ul style="list-style-type: none"> • Grandfather everyone under current system • Develop newer sustainable systems • Market based system w/guaranteed income floor |
| Corporations | <ul style="list-style-type: none"> • Fed + State tax rates now good at 21-30% • Jurisdictions offer incentives to compete • Encourage corporations to return to US |
| Jobs | <ul style="list-style-type: none"> • Do what we are now doing • Avoid harmful minimum wage increases • Local trade schools |

| SOCIAL ISSUES | |
|----------------------|---|
| Education | <ul style="list-style-type: none"> • Limited Federal oversight, if any. • States do college, localities do primary/secondary • Evaluate SOL/NCLB/Every Student Succeeds • Get out of student loan business • Give teachers tools for discipline • Vouchers for competitive choice |
| Civil Rights | <ul style="list-style-type: none"> • Against expanding protected classes (e.g. LGBTQ) • Fair treatment of all citizens • Protection of conservative values of founders |
| Abortion | <ul style="list-style-type: none"> • Support abstinence programs • Defund planned parenthood • Support heartbeat bills • Have the baby, encourage adoption programs |
| Families & Children | <ul style="list-style-type: none"> • Marriage between one man and one woman • Civil partnerships allowable under law • Parents responsible for raising their children • Child care options for working moms |
| Welfare & Poverty | <ul style="list-style-type: none"> • Jobs • Rewards / incentives for those that work • Governments govern, charities provide help |
| Principles & Values | <ul style="list-style-type: none"> • Christian values should not be devalued • Uncorrupted American history should be taught • Free media that is truthful and competitive |

CURRICULUM VITAE

January 2020

Name

GEORGE MICHAEL YACUS, Ph.D.

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Chesapeake, Virginia 23325
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e-mail: georgeyacus@yahoo.com
gyacus@gmail.com
gyacus@odu.edu
gyacus@necb.edu

Earned Degrees

| | |
|-----------|---|
| 1970-1974 | Bachelor of Science (B.S.) (American Political Systems) United States Naval Academy Annapolis, Maryland 21412 |
| 1983-1984 | Master of Science, Management (M.S.) (Manpower, Personnel, and Training Analysis) United States Naval Postgraduate School Monterey, California 93940 |
| 1994-1996 | Master of Urban Studies (M.U.S.) Old Dominion University Norfolk, Virginia 23529 |
| 1996-1998 | Doctor of Philosophy, Urban Services – Management (Ph.D.) (Strategic Management) Old Dominion University Norfolk, Virginia 23529 |

Positions

| | |
|-----------|--|
| Current | Candidate, U. S. House of Representatives, Virginia District 3 |
| 2019-2020 | Director, Office of Quality Management (acting), National Nuclear Security Administration. Conducted management audits for the nation's nuclear enterprise. Analyzed audit results and recommended solutions and improvements. Ran the Lean Six Sigma program at DOE, training and certifying belts and improving organizational performance via continuous process improvement. |
| 2014-2019 | Process Improvement Specialist, Department of Energy, Office of Fossil Energy, Washington DC. Acted as GS-15 Office Director for Productivity and Sustainability from Oct 2015-March 2017. Completed 4 month detail as executive assistant to fossil energy's Deputy Assistant Secretary for Operations focusing on business operations and strategic planning. Served as Lean Six Sigma Master Black Belt. Facilitated significant customer-driven, results-oriented quality and process improvement across the organization using lean, six-sigma, Baldrige, and other performance management strategies as appropriate to save money, decrease cycle time, and improve satisfaction with processes. Created Standard Operating Procedures (SOPs) for Office of Fossil Energy. Provided guidance and instruction and mentoring to process improvement teams that were using organized, structured, and robust CPI methods. Developed curriculum and executed training for sponsor, yellow belt, green belt, and black belt training throughout several national sites. Assisted senior leaders and managers with identifying viable projects, defining project scope and priority, and the replication of best practices. Served as chair/board member of the Federal Improvement Team of federal process improvement communities of practice and the academic community. . <u>Courses taught:</u> Management in Organizations. |
| 2013-2014 | Branch Chief, Process Improvement and Training Branch, Comptroller Division, US Coast Guard Finance Center, Chesapeake VA. Master Black Belt that supervised five program analysts responsible for Lean Six Sigma process improvement and unit training for enterprise-wide financial transactional processes of the US Coast Guard and other federal customers. <u>Courses taught:</u> Management in Organizations. |

- 2000-2013 **Organizational Performance Consultant Detachment Chief**,
USCG CG-0952 HQ detached to Atlantic Area. Supervised a dozen
East-coast Organizational Performance Consultants and had oversight
of Performance Management, Measurement, Quality, Innovation, and
Baldrige-based programs for the Coast Guard's Atlantic Area.
Adjunct Professor at Old Dominion University, Troy University, and
The National Graduate School of Quality Management. Courses
Taught: International Business Operations, Comparative
International Management, Public Strategic Management (graduate),
Public Ethics (graduate), Public Budgeting (graduate), International
Business (graduate), Leadership (graduate), Business Policy &
Strategy (graduate), Organizational Behavior (graduate), Issues in
Human Resource Management (graduate), Publishing (graduate),
Contemporary Organizations & Management, Labor-Management
Relations. Taught LSS Green Belt and LSS Black Belt curricula for
Department of Energy detail.
- 1999-2000 **Senior Analyst** for Signal Corporation, conducted a prototype
regional strategic assessment for the U.S. Coast Guard and made
global resource recommendations. Adjunct Professor at Old
Dominion University & Troy University. Courses Taught: Public
Leadership (graduate, distance), International Business Operations,
Public Ethics (graduate), Public Budgeting (graduate).
- 1998-1999: **Academic Dean** at The International University, Vienna, Austria
Courses Taught: Entrepreneurship, Strategic Management, Production
Operations, Security Studies (graduate).
- 1994-1998: **Research Assistant** for the Urban Studies & Public Administration
Department, Old Dominion University, Norfolk, VA 23529
Courses Taught: International Business Management, Introduction to
Business, Topics in Public Administration (graduate, distance
learning), Public Budgeting (graduate, distance learning)
- 1992-1994: **Safety/Total Quality Officer** on board the aircraft carrier USS
GEORGE WASHINGTON (CVN 73), Norfolk VA
Courses Taught: Total Quality Management (varied).

- 1991-1994: **Associate Professor/Executive Officer**, Naval ROTC Unit, Carnegie Mellon University, Pittsburgh PA.
Courses Taught: Leadership and Management
- 1989-1991: **Program Analyst**, Naval Education, Training, and Recruiting Bureau of Naval Personnel, Washington D.C. Programmed funds for Navy Recruiting and Educational programs.
- 1974-1994: **Active Duty Naval Officer**, including naval helicopter pilot duties, two carrier helicopter antisubmarine squadron tours, overseas duty, and amphibious shipboard duty. Graduate of flight training, surface warfare training (qualified), Aviation Safety School, and Naval War College. Extensive applied experience in management, operations, administration, engineering, and safety.

Teaching Experience

| <u>Year/Semester</u> | <u>Course</u> | <u>Subject</u> | <u>School</u> | <u>Notes</u> |
|----------------------|---------------|---|-------------------------|--|
| Fall 1998 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Teaching as a graduate student</i> |
| Spring 2003 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Teletechnet 180+ students 35+ sites</i> |
| Fall 2005 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Conventional</i> |
| Spring 2007 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Spring 2008 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Spring 2009 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Spring 2010 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Spring 2011 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2011 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Conventional</i> |
| Spring 2012 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2012 | MGMT 325 | Contemporary Organizations & | Old Dominion University | <i>Conventional</i> |

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|-------------|----------|---|-------------------------|--|
| | | Management | | |
| Spring 2013 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2013 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Conventional</i> |
| Fall 2014 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Conventional</i> |
| Spring 2015 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2015 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Conventional</i> |
| Spring 2016 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2016 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Conventional</i> |
| Fall 2016 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Spring 2017 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2017 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Both Conventional and Asynchronous Internet</i> |
| Spring 2018 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2018 | MGMT 325 | Contemporary Organizations & | Old Dominion University | <i>Both Conventional and Asynchronous</i> |

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|--|--|------------|--|-----------------|
| | | Management | | <i>Internet</i> |
|--|--|------------|--|-----------------|

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|-------------|----------|--|--------------------------|--|
| Spring 2019 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| Fall 2019 | MGMT 325 | Contemporary Organizations & Management | Old Dominion University | <i>Asynchronous Internet</i> |
| | | | | |
| Spring 2004 | MGMT 360 | Labor Management Relations | Old Dominion University | <i>Teletechnet</i> <i>90+ students</i> |
| Spring 2009 | MGMT 360 | Labor Management Relations | Old Dominion University | <i>Teletechnet</i> <i>160+ students</i> |
| Spring 2010 | MGMT 360 | Labor Management Relations | Old Dominion University | <i>Teletechnet</i> <i>160+ students</i> |
| Spring 2011 | MGMT 360 | Labor Management Relations | Old Dominion University | <i>Teletechnet</i> <i>125+ students</i> |
| Spring 2012 | MGMT 360 | Labor Management Relations | Old Dominion University | <i>Teletechnet</i> <i>90+ students</i> |
| | | | | |
| Spring 1999 | GBS 4389 | Business Policies | International University | <i>International students, in English</i> |
| | | | | |
| Spring 1999 | MGT 4361 | Production/Operation Management | International University | <i>International students, in English</i> |
| | | | | |
| Spring 1999 | MGT 4363 | Entrepreneurship & Small Business Management | International University | <i>International students, in English</i> |
| | | | | |
| Spring 1999 | IR 6307 | Strategic Theory | International | <i>International</i> |

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|-------------|-------------|---|----------------------------|---|
| | | | University | <i>students, in English</i> |
| | | | | |
| Spring 1997 | MGMT 361 | International Business Operations | Old Dominion University | <i>Teaching as a graduate student</i> |
| Spring 2000 | MGMT 361 | International Business Operations | Old Dominion University | <i>Conventional</i> |
| Fall 2000 | MGMT 361 | International Business Operations | Old Dominion University | <i>Conventional</i> |
| Spring 2001 | MGMT 361 | International Business Operations | Old Dominion University | <i>Conventional</i> |
| Spring 2002 | MGMT 361 | International Business Operations | Old Dominion University | <i>Conventional</i> |
| Spring 2003 | MGMT 361 | International Business Operations | Old Dominion University | <i>Conventional</i> |
| Summer 2004 | MGMT 361 | International Business Operations | Old Dominion University | <i>Teletechnet 60+ students Approx 24 sites</i> |
| Fall 2006 | MGMT 361 | International Business Operations | Old Dominion University | <i>Conventional</i> |
| | | | | |
| Fall 2004 | MGMT 418 | Advanced Human Resource Management Issues | Old Dominion University | <i>Conventional</i> |
| | | | | |
| Spring 2010 | MGMT 451 | Organizational Behavior | Old Dominion University | <i>Conventional</i> |

| Fall 2002 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Teletechnet 80+ students 25+ sites International</i> |
|-------------|-------------|--|----------------------------|---|
| Spring 2005 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Teletechnet 100+ students 20+ sites</i> |
| Spring 2006 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Spring 2007 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Summer 2007 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Fall 2007 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Spring 2008 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Summer 2008 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Fall 2008 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Fall 2009 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |
| Fall 2010 | MGMT 462 | Comparative International Management | Old Dominion University | <i>Conventional</i> |

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| | | | | |
| Summer 2002 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| Summer 2004 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| Summer 2005 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| Summer 2006 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| Summer 2006 | MGMT 602 | Organizational Management | Old Dominion University | <i>At sea – satellite USS Enterprise</i> |
| Fall 2006 | MGMT 602 | Organizational Management | Old Dominion University | <i>At sea – satellite USS Eisenhower</i> |
| Summer 2008 | MGMT 602 | Organizational Management | Old Dominion University | <i>At sea – satellite USS Theodore Roosevelt</i> |
| Summer 2008 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| Fall 2008 | MGMT 602 | Organizational Management | Old Dominion University | <i>At sea – satellite USS Theodore Roosevelt</i> |
| Summer 2009 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| Summer 2010 | MGMT 602 | Organizational Management | Old Dominion University | <i>Conventional</i> |
| | | | | |
| Summer 2008 | MKTG 603 | Marketing Management | Old Dominion University | <i>At sea – satellite USS Theodore Roosevelt</i> |

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|-------------|----------|-------------------------------------|-------------------------|--|
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| Fall 2003 | MGMT 618 | Issues in Human Resource Management | Old Dominion University | <i>Conventional</i> |
| | | | | |
| Spring 2001 | MBA 625 | Leadership | Old Dominion University | <i>Conventional</i> |
| Fall 2001 | MBA 625 | Leadership | Old Dominion University | <i>Conventional</i> |
| Fall 2004 | MBA 625 | Leadership | Old Dominion University | <i>Conventional</i> |
| Fall 2005 | MBA 625 | Leadership | Old Dominion University | <i>Conventional</i> |
| Fall 2006 | MBA 625 | Leadership | Old Dominion University | <i>Conventional</i> |
| | | | | |
| Fall 1998 | PADM 671 | Public Budgeting Systems | Old Dominion University | <i>Teletechnet</i> <i>59 students</i> |
| | | | | |
| Fall 1999 | PADM 695 | Public Leadership | Old Dominion University | <i>Teletechnet</i> <i>48 students</i> |
| Spring 2000 | PADM 695 | Administrative Ethics | Old Dominion University | <i>Conventional</i> |
| Spring 2001 | PADM 695 | Strategic Management | Old Dominion University | <i>Teletechnet</i> <i>4 sites full duplex</i> |
| Summer 2001 | PADM 695 | Ethics | Old Dominion University | <i>Conventional</i> |
| Spring 2002 | PADM 695 | Strategic Management | Old Dominion University | <i>Conventional</i> |
| Spring 2007 | PADM 695 | Strategic | Old Dominion | <i>Conventional</i> |

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|-----------------------|----------|------------------------------|-------------------------|--|
| | | Management | University | |
| | | | | |
| Summer 2001 | MGMT 710 | International Business | Old Dominion University | <i>Conventional</i> |
| Fall 2001 | MGMT 710 | International Business | Old Dominion University | <i>Teletechnet 43 students</i> |
| Spring 2004 | MGMT 710 | International Business | Old Dominion University | <i>Teletechnet 4 sites full duplex</i> |
| | | | | |
| Summer 2003 | MGMT 750 | Business Policy and Strategy | Old Dominion University | <i>Teletechnet 4 sites full duplex</i> |
| Fall 2004 | MGMT 750 | Business Policy and Strategy | Old Dominion University | <i>Teletechnet 4 sites full duplex</i> |
| | | | | |
| Fall 2006 Term 2 | PA 6630 | Strategic Planning | Troy University | <i>Conventional USCG Cohort</i> |
| | | | | |
| Winter 2000 Term 2 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Summer 2001 Term 5 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Fall 2002 Term 2 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2002 Term 3 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Summer 2002 Term 5 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Fall 2003 | PA 6650 | Governmental | Troy University | <i>Conventional</i> |

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|-----------------------|---------|---------------------------|-----------------|---------------------|
| Term 1 | | Budgeting | | |
| Winter 2003 Term 2 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2003 Term 3 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2003 Term 4 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2004 Term 3 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2004 Term 4 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Summer 2004 Term 5 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Fall 2004 Term 1 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2005 Term 3 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2005 Term 4 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Summer 2005 Term 5 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Winter 2005 Term 2 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Summer 2006 Term 1 | PA 6650 | Governmental Budgeting | Troy University | <i>Conventional</i> |
| Spring 2006 | PA 6650 | Governmental | Troy University | <i>Conventional</i> |

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|-----------------------|---------|--------------------------------------|-----------------------------|---------------------------|
| Term 4 | | Budgeting | | |
| Spring 2006 Term 5 | PA 6650 | Governmental Budgeting | Troy University | <i>Hybrid</i> |
| Fall 2007 Term 2 | PA 6650 | Governmental Budgeting | Troy University | <i>Hybrid</i> |
| Winter 2007 Term 3 | PA 6650 | Governmental Budgeting | Troy University | <i>Hybrid</i> |
| Spring 2008 Term 3 | PA 6650 | Governmental Budgeting | Troy University | <i>Hybrid</i> |
| Winter 2008 Term 2 | PA 6650 | Governmental Budgeting | Troy University | <i>Hybrid</i> |
| | | | | |
| Summer 2013 | EDU 852 | Publishing | National Graduate School | <i>Synchronous online</i> |
| | | | | |
| Fall 2013 | DOC 882 | Doctoral Implementation II | National Graduate School | <i>Hybrid</i> |
| Spring 2014 | DOC 899 | Dissertation Course | National Graduate School | <i>Hybrid</i> |
| Fall 2015 | DOC 899 | Dissertation Course | National Graduate School | <i>Hybrid</i> |
| Spring 2015 | DOC 899 | Dissertation Course | National Graduate School | <i>Hybrid</i> |
| Fall 2015 | DOC 899 | Dissertation Course | National Graduate School | <i>Hybrid</i> |
| Spring 2016 | DOC 899 | Dissertation Course | National Graduate School | <i>Hybrid</i> |
| Spring 2017 | DOC 866 | Doctoral Dissertation Project III | National Graduate School | <i>Hybrid</i> |

Results

- 2019-2020: **Director (acting), Office of Quality Management**, National Nuclear Security Administration. Ran the Quality Management Assessment Program completing three audits. Developed and delivered curricula for white, yellow, green, and black belt Lean Six Sigma programs. Improved the security clearance process and worked on the Time2Hire process team with the Human Capital director. Team leader for the administration's Technical Qualification Program corrective action team.
- 2014-2019 **Process Improvement Specialist** for Department of Energy Office of Fossil Energy. Created a new strategic plan and strategic management system for the Deputy Assistant Secretary for Operations. Developed a Measures of Performance (MOP) Metrics system for Fossil Energy and an annual planning calendar. Acted as Office Director from 2015-2017, supervising a four member unit. Served as master Black Belt and monitored a dozen process improvement projects. Conducted sponsor, yellow belt, green belt, and black belt classes at headquarters and national laboratories/field sites. Researched and wrote a half a dozen Standard Operating Procedures for Hiring, Budgeting, Contracting, Congressional Engagement, and other areas. Infused Baldrige-based assessment at cross-cutting offices using the Virginia quality award Discovery program. Taught Yellow Belt and Green Belt classes for the Environmental Protection Agency. As **Federal Improvement Team** board member/chair, developed a strategic plan for a 200+ member community of practice, developed by-laws, chartered 3 standing work committees, and taught classes to foster Lean Six Sigma across the federal workspace.
- 2013-2014: **USCG Process Improvement Chief** for the Coast Guard's national Finance Center. Rapidly assimilated to a large (400+) command, supervising three process improvement analysts and the unit training coordinator. Performed basic supervisory functions and the planning and execution of process improvement, strategic planning, and training. Participated in the hiring of a new member. Assisted the commanding officer as lead facilitator for the Executive Steering Committee, making recommendations for strategic planning and execution. Fostered use of audience response technology to facilitate decision making. Validated

unit mission, vision, values, and currently running several new improvement projects in the support of the strategic plan.

2000-2013:

USCG Detachment Supervisor for the Coast Guard's Atlantic Area Quality program, overseeing a dozen East-coast Organizational Performance Consultants (OPCs) in the eastern United States. Accomplishments include:

- Supervised 6 military and 7 civilian OPCs, including writing of evaluations, hiring, granting of leave/liberty, performance counseling, award-writing, and certifying of timecards.
- Developed and executed program strategic plans, TOPCAT (the OPC Activity Tracker), customer feedback/contact monitoring tools, Standard Operating Procedures (SOP), and measures.
- Delivered analytical and customer products and services, including strategic planning for major customers (District Five, Training Centers, and FORCECOM). Facilitated the delivery of the Mid-Atlantic Maritime Strategy and Action Plan annex. Attended Atlantic Area strategic planning offsites and progress meetings, assisting LANT-095. Trained in CG Learning Tree strategic development tools.
- Chaired an Area Knowledge Management Quality Action Team (QAT) which developed into a major initiative to respond to Coast Guard emergencies and contingencies. Oversaw the Printer & Copier QAT to achieve building-wide efficiencies.
- Trained as a DoD Lean Six Sigma Master Black Belt (MBB) and certified as a Master Black Belt (Bon-Tech) and an ASQ Black Belt, facilitating small boat parts delivery and improving the production of navigational aids. Chosen for 4-month detail with Department of Energy to develop a fossil fuels lean six-sigma improvement program, teaching GB and BB classes and running two improvement projects. Submitted USCG white paper proposing agency-wide LSS program.
- Ten-year member of USCG Innovation Council. Solicited and evaluated USCG enterprise innovation projects, awarded seed funding to promising competitive projects, and helped develop and execute a cutting-edge innovation program.
- Member of Commandant's Leadership Advisory Council, the Commandant's Diversity Advisory Council, and the area Leadership & Diversity Advisory Council, facilitating meetings and offering many creative ideas that were incorporated. Briefed the USCG commandant on several occasions. Hosted a monthly leadership lunch for over ten years. Maintained CG Netflix video and local print leadership lending libraries.

- USCG Hamilton Award Examiner; conducted several Baldrige based assessments for organizational efficiency and effectiveness
- Original member of the local Civilian Advisory Board, recent chair that significantly improved civilian quality of worklife.
- Pioneered the use of Audience Response Technology, using it to make decisions in the recent USCG Command and Control Realignment Workgroup to identify potential budget savings and efficiency. Also a member of the CG District Study and the author of the LANTAREA Organizational Level Assessment.
- Held a CG-wide Performance Excellence Scorecarding Summit and created a proposed District Scorecard currently under review. Conducts USCG Business Information system training.
- Member of the Federal Improvement Team, a collaborative team of federal performance improvement professionals. Steering committee member of the Hampton Roads Quality Management Council. Board member for the Virginia Senate Quality and Productivity Award.
- Conducted CG-wide forums in Lean Six Sigma, Knowledge Management, and Measurement.
- Analyzed Atlantic Area Organizational Assessment Survey data and recommended several improvements, some adopted.
- Formally trained as a master Organizational Performance Consultant, a PROSCI change management professional, a master facilitator, and a OKA graduate of Myers Briggs Type Indicator certification.

Chair, Local Emergency Planning Committee/Citizen Corps Council for Chesapeake VA and member of Portsmouth VA LEPC/CCC. Created and executed strategic plans for both of these committees for the last several years. One of four cities chosen nationally to participate in NETGUARD, a federally-funded pilot to establish emergency communications during natural or man-made emergencies. Cultivated and monitored the use of NETGUARD, and it is the only city of the four pilot sites where it remains active.

1999-2000:

Senior Analyst that collected, analyzed, and synthesized performance data and future trends for the U.S. Coast Guard Atlantic Area, writing technical reports and developing consensus for recommendations to flag-level decision makers. Generated and edited several Regional Strategic Assessments for Atlantic Area.

- 1998-1999: **Academic Dean** at a Christian university in Vienna Austria with a satellite site in Kiev, Ukraine. Supervised faculty, made strategic recommendations and worked closely with the University President, supervised staff responsible for admissions and transcript data, and taught four classes to an internationally diverse student body.
- 1994-1998: **Research assistant** in several academic and applied research projects, including a one year study on regional strategic transportation planning, research grant writing, the conducting of strategic planning seminars to nonprofit agencies, and journal publication. Concentrated dissertation research in risk assessment instruments for parole and probation.
- 2000-2020 **Elder** in local large church congregation involved in spiritual, budget, physical plant, and strategic issues.
- 1994-2020 **Band leader** in charge of promotion, production, and performing of a small musical trio, The Phun Doctors Band, appearing at a wide variety of local and regional events.
- 1992-1994: **Department Head** aboard a major naval combatant (USS George Washington). Director of an occupational safety and health program in a diverse and intensive industrial environment for over 5000 people. Organized and ran a program for quality, encompassing several training programs for a large organization.
- 1989-1992: **Executive Officer** at the Naval ROTC Unit at Carnegie Mellon University in Pittsburgh. Supervised the tuition, military training, academic progress, and other facets of over 200 college students. Supervised a support staff of 12. Maintained liaison with university staff and conducted an intensive recruiting effort.
- 1989-1992: **Program Analyst** responsible for federal budget programming for all Navy colleges, recruiting, and advertising. Responded to Congressional and executive requests and budget reclaims.
- 1987-1989: **Operations Officer, Administrative Officer, and Safety Officer** in an operational naval helicopter squadron. Conducted scheduling, planning, budgeting, transporting, training, administrative, personnel, and risk-management functions, operating internationally in a high-energy, technical, closely-integrated environment.

Consulting and Training Activities

- * Chair, Federal Improvement Team 2015. Board member through 2019
- * Certified Master Black Belt through Bon-Tech September 2013
- * Led a four-month 2013 Lean Six Sigma MBB detail with DOE Fossil Fuels. Taught lean six sigma green belt and black belt classes and leading two projects
- * Completed DoD Lean Six Sigma Master Black Belt Curriculum in 2011
- * ISO 9001:2008 Lead Auditor Certified
- * ASQ Certified Six Sigma Black Belt (CSSBB) in Oct 2009, recertified 2012
- * Certified June 2009 in the Change Management Process (PROSCI)
- * Completed Navy Lean Six Sigma Black Belt Curriculum December 2008
- * Member USCG Commandant's Diversity Advisory Council
- * January 2008 Lean Six Sigma Green Belt trained
- * Co-Chair of USCG Atlantic Area Innovation Council and a 2007 award winner for developing a CG Netflix program for leadership training videos for the CG
- * 2006 Graduate of the Coast Guard's Senior Leadership Principles & Skills course
- * Member of the commandant's USCG Leadership Advisory Council 2004-2007
- * 2003-2004 graduate of the USDA Graduate School Executive Potential Program
- * Conducted strategic planning for both the Chesapeake and Portsmouth VA Local Emergency Planning Committees and Hampton Roads Regional Emergency Management Coordinators
- * Developed a Regional Strategic Assessment for resources to conduct assessment, measurement, and statistical analysis of Coast Guard field operations.
- * Provided consulting and strategic planning services to several local nonprofit organizations.
- * Employed by Global Associates, LTD. as a consultant and subject matter expert in a Hampton Roads Regionalization project for the U.S. Navy, 1997

External Grants

- * FEDERAL HIGHWAY ADMINISTRATION IVHS Planning and Project Deployment Process, August 1993 / Old Dominion University / \$44,639
- * WESLEY COMMUNITY CENTER STRATEGIC PLANNING, April 1997
Old Dominion University Research Foundation

Major Technical Writing

"Final Report: Evaluation of the ITS Planning Process", with Brian L. Smith, Richard V. Taylor, and Wolfgang Pindur (1995), Federal Highway Administration Project No. IVH-9351 (602) (Virginia Transportation Research Council: Charlottesville VA).

"Literature Review and Working Paper Concerning Regionalism in the United States and Applicability to Hampton Roads, Virginia" (with Wolfgang Pindur), submitted as final report for internship research to the College of Business and Public Administration, Old Dominion University, October 1996

"Validation of the Risk and Needs Assessment used in the Classification for Parole and Probation of Virginia's Adult Criminal Offenders" (Dissertation) (Old Dominion University: December 1998)

Publications in Refereed Journals

"Strategic Visioning for ITS Regional Planning: A Case Study of Hampton Roads, Virginia" (with Wolfgang Pindur) Transportation Quarterly, Vol 50, No. 2, Spring 1996 (135-147)

"Implementing Regional Transportation Planning" (with Wolfgang Pindur) Public Works Management and Policy, Vol. 1, No. 4, 342-349, April 1997.

Chapters in Scholarly Books

"Achieving Governmental Missions With Innovative Practices and Technology: Innovation in the Strategic Management of Regional Transportation Improvement" (with Wolfgang Pindur) Handbook of Strategic Management (Second rev. edition), Jack Rabin, Gerald J. Miller, W. Bartley Hildreth, eds. (New York:Marcel Dekker); May 2000

Dissertations:

"Applying Quality Systems Management Principles to Resolve Problem Disbursements at the Defense Finance and Accounting Service" Julie M. Brumm, 2 May 2016, National Graduate School of Quality Management (Dissertation Committee Chair)

"Profit Based Simulation Model for the Rail Transportation Industry" Mark P. Doran, 28 April 2016, Old Dominion University (Dissertation Committee Member)

"An Exploratory Qualitative Single Case Study of ON HOW Life Skill Programs Affect Young African American Fathers" Jason M. Williams Sr., University of Phoenix (Dissertation Committee Member)

Selected Presentations at Professional Conferences

"Innovation in the Strategic Management of Regional Transportation Improvement" (with Wolfgang Pindur), paper presented at the 57th National Conference of the American Society of Public Administration, 1996.

"Diversification and Performance: A Meta-analytic Review" (with Brian Boyd, Nick Clark, Cynthia Maahs, Rosemary Shubring) Paper presented at Academy of Management Proceedings, Cincinnati OH 1996

Curriculum Development

- * Developed curricula for Program for Afloat College Education (PACE) and delivered graduate courses in management and marketing to ships at sea in 2008
- * Designed an Introduction to Management online course for nursing students in 2007 upon request of the ODU Dean of the School of Business and Public Administration
- * Advised the USCG Commandant as a member of his Leadership Advisory Council on leadership training and developed the USCG Leadership Manual
- * Made major curriculum decisions for several university programs. Selected texts and designed courses in Production Operations, Entrepreneurship, Strategic Management, and Security Studies for foreign students.
- * Developed course outline and slide shows for MGMT 361, International Business Management, as well as a complete course and outline for Public Budgeting

Membership in Professional Societies

- * American Society for Public Administration
- * American Society for Quality
- * American Society of Safety Engineers
- * Pi Alpha Alpha

Awards & Recognition

- * *Shining Star Recognition*, Division of Student Engagement and Enrollment Services, Fall 2015

- * Delta Sigma Lambda Ruth Harrell Favorite Professor's Award (March 2007)

Selected Community Professional Service

- * Board Member, Virginia Senate Productivity and Quality Award
- * Former Vice-President and Board Member, Virginia Conflict Resolution Center. Helped oversee disbursement of assets and an orderly shutdown of operations
- * Former Board Member / Governance Committee Chair, Tidewater Emergency Medical Services
- * Former Chair, Chesapeake Local Emergency Planning Committee. Developed several strategic plans and executed them.
- * Former Board Member, Portsmouth Local Emergency Planning Committee
- * Elder, Bayside Church of Christ, Virginia Beach VA Project manager for design and construction of a \$1.2M family life center and two other renovation projects
- * Former President and Board Member, Community Alternatives, Inc.
- * Board Member, Camp Idlewild Board of Directors
- * Board Member, Boys & Girls Clubs of Southeastern Virginia
- * Bandleader for musical services for local community with Phun Doctors Band

Other Certifications

- * Commercial Pilot, Fixed and Rotary Wing, single and multiengine, IFR

