

## EXECUTIVE PROFILE

**Cyberspace and security executive**, credited with creating and leading large-scale, innovative, global organizations, where success required keen understanding of the intersection of technology, strategic planning, policy development, legal frameworks, organizational reorganization, and transformation. Serve as a trusted advisor to civilian and military executives; recommended programs and initiatives to assess and mitigate risk. Expertise **applying emerging technology to address and resolve complex problems**. Develop and manage high-performing teams through **training, professional development**, and leading by example. **Cultivate cross-functional partnerships, build consensus, and gain the adoption of new ideas**; facilitate collaboration among disparate groups, including key stakeholders, executives, vendors, strategic partners, and direct reports to produce results. **Drive change, manage crisis**, and effectively further strategic plans in high-pressure and evolving environments.

## CORE COMPETENCIES

**Executive Advisory | Global Operations | Organizational Transformation | Team Building & Leadership | Risk Management  
Technological Innovation | Human Capital Development | Vendor Selection & Management | Cross-Functional Collaboration  
Financial Planning & Analysis | Strategic Planning & Execution | Governance & Compliance | Budget Management**

## CAREER HIGHLIGHTS

### MCLAUGHLIN GLOBAL ASSOCIATES, LLC. 2017 – Present

**Founder / Consultant** | New Braunfels, TX

Leverage extensive cyberspace and space experience to advise companies on corporate strategy, identify and balance cyber and investment risk, and uncover government and private sector domestic and international business opportunities.

### BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE, TEXAS A&M UNIVERSITY 2017 – Present

**Adjunct Professor of Practice** | College Station, TX

Professor for a graduate course entitled Cyber Implications for National Security providing students with the tools needed by policy makers to solve cyberspace issues of strategic importance to the United States and our allies.

### UNITED STATES STRATEGIC COMMAND 2017 – Present

**Member, Strategic Advisory Group – A Federal Advisory Committee** | Offutt Air Force Base, NE

Provides advice on scientific, technical, intelligence, and policy-related issues to the Commander, U.S. Strategic Command, during the development of the Nation's strategic war plans.

### CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES 2017 – Present

**Senior Advisor** | Washington, DC

Expert scholar on cyberspace, space, and national security issues for bipartisan, nonprofit policy research dedicated to providing strategic insights and policy solutions to help decision makers chart a course toward a better world.

### UNITED STATES AIR FORCE (USAF) 1983 – 2017

**Deputy Commander, United States Cyber Command** | Fort Meade, MD | 2014-2017

Directed 12,000 personnel and \$525M budget to defend the largest information network, provide cyberspace options to commanders, and protect critical U.S. infrastructure from cyber-attacks. Ensured enterprise resources, capabilities, policy, partnerships, and authorities were aligned for mission success.

- **Oversaw Department of Defense (DoD) effort** to increase trained cyber mission force teams by 800% and certified the operational readiness of all 133 advanced cyber teams. Grew command budget by 35%.
- **Created development, acquisition, and global infrastructure**, including capacity, tools, capabilities, training certification models, and integrated big data and enterprise analytics to power nation's cyber force. Recruited staff to establish standards; trained and equipped private sector, military, and national guard forces to conduct unprecedented missions.
- **Developed historic international coalition** with 5 countries.
- **Created plan and influenced executive-level policy-makers to elevate** U.S. cyber command; approved by the President.

**CAREER HIGHLIGHTS - CONTINUED****UNITED STATES AIR FORCE (USAF), Continued****Commander, Air Forces Cyber and Commander, 24th Air Force | Lackland Air Force Base, TX | 2013-2014**

Led a 4,500-personnel organization that trained cyber forces to execute global cyberspace operations.

- **Built, operated, secured, defended, and extended USAF network** of 330,000 airmen to execute defensive cyberspace operations. Drove change to adapt an IT and intel focused organization into an operational unit.
- **Created first of its kind forces and processes** for offensive cyberspace operations to support military commanders.

**Headquarters Air Force Director of Space Operations | Pentagon, Washington DC | 2012-2013**

Served in an executive advisory capacity with oversight of \$9B annual space program; formulated policy, conducted strategic planning, and determined operational requirements, capabilities, and training for space capabilities across the spectrum of conflict.

- **Led human capital training and development** for 38,000 space personnel across 134 locations. Improved standards and enabled professional development and career path opportunities.

**Deputy Director, Global Operations for U.S. Strategic Command | Offutt AFB, NE | 2010-2012**

Led situational awareness, command and control, integrated plans, and global nuclear, cyber and space operations for all U.S. forces.

- **Planned and gained approval for the 1<sup>st</sup> global space operation**, initiated space combat as a standalone function.
- **Acquired Joint Electromagnetic Spectrum Center**; furthered electronic warfare and non-kinetic capabilities.
- **Established first Coalition Space Operations Center** with the U.S., UK, Canada, and Australia.

**Vice Commander, U.S. Air Force Warfare Center | Nellis AFB, NV | 2008-2010**

Directed 11,000 airmen conducting weapons testing, tactics development, and advanced training across air, space, and cyber.

- **Established best practices** to strategically integrate space and cyber capabilities into air combat operations
- **Created advanced integrated warfare course**, multi-domain conferences, and a C2 training academy.

**First Commander, Space Development & Test Wing (SDTW) / Director, Joint Operationally Responsive Space Office | Kirtland AFB, NM | 2006-2008**

Oversaw \$3B acquisition, contracting, developmental test and evaluation, and research and development (R&D) operations for spacecraft constellation, ground C2, prototype operational systems, space launch vehicles, and ballistic missiles.

- **Launched USAF's most complex expendable launch vehicle mission** comprised of 6 spacecraft, valued at \$750M.
- **Led world's most advanced space missions conducting** autonomous rendezvous, refueling, and component swaps.
- **Built Joint Operationally Responsive Space Office** to develop, acquire, field, and employ space capabilities in drastically condensed timelines and significant reduction in cost using innovation and responsiveness to deliver space capabilities.

**Combat Deployment, Director of Space Forces, Central Command | Al Udeid Air Base, Qatar | 2005-2006**

Directed combat employment and integration of space capabilities across the Middle East combat zone to support operations IRAQI FREEDOM and ENDURING FREEDOM.

- **Transformed space support for War on Terror**; implemented new C2, planning, and operations processes

**Commander, 50<sup>th</sup> Operations Group | Schriever AFB, CO | 2004-2006**

Oversaw 5 squadrons, 1,500 personnel, and 11 space centers that provided communications, navigation, warning, launch support, and intelligence services with 170 satellites. Managed \$90M budget, and managed 2 major contracts totaling \$325M.

- **Guided largest space training and evaluation program** that delivered 18,400 training and 4,496 evaluation events; equipped 160 instructors and 550 students annually. Introduced new space training model, which increased student instructor contact time 210%, and reduced unit qualification timelines 75%.
- **Led operations of 7 satellite systems**; built digital beachhead for communications and intel as part of War on Terror. Delivered 8,000 hours of warfighter data, representing 99+% mission success.
- **Led the largest space operations crew force** that piloted 87,233 satellite sorties with a 99% mission success rate.
- **Recovered national priority satellite systems from 600 on-orbit anomalies**, 150 maneuvers, and 60,000 commands.
- **Forged 1<sup>st</sup> defensive space operations cell**; ensured security and protection of critical DoD satellite constellations.

**CAREER HIGHLIGHTS - CONTINUED****UNITED STATES AIR FORCE (USAF), Continued****Director, Planning and Preparation & Senior Advisor, Office of Secretary of Defense | Washington, DC | 2002-2004**

Oversaw evaluation of technology and proposals for protection and endurance of critical intel capabilities, disruptive technologies, and DoD ISR plans and strategies.

- **Developed innovative methodology and framework**, enabled end-to-end intelligence analysis adopted by the DoD.
- **Prepared space remote sensing study**, which resulted in a multi-billion-dollar budget increase.
- **Led historic DoD and intelligence community transformational space and airborne project**; influenced space and intelligence strategy for 2 decades.
- **Orchestrated collaboration between DoD, Central Intelligence Agency, Defense Intel Agency**, and Horizontal Integration Steering Group to unite fragmented programs and influence intel sharing.

**Staff Member, Commission to Assess National Security Space Management | Washington, DC | 2000-2001**

Developed and administered \$2M budget and workplan for a Congressionally-mandated commission; guided all activities for 6-month initiative. Led comprehensive assessment of space workforce and authored sections of the key report that transformed how DoD space was managed and organized across the \$10B enterprise.

**Commander, 2nd Space Operations Squadron | Schriever AFB, Co | 1998-2000**

Led 180-person squadron that operated a portfolio comprised of \$2B GPS constellation, the world's largest military space system with 28 GPS satellites and 6 dedicated global sites. Managed \$3.4M operating budget and \$300M command and control system, including satellite payloads executing navigation, precise time transfer, and nuclear detonation missions.

- **Achieved 24,000 perfect satellite contacts with 99.9% signal availability**; global accuracy under 5 meters, representing a 40% improvement; and time transfer under 4 billionths of a second, which was a 15% improvement.
- **Led Presidential order to discontinue** intentional degradation of military GPS signal.

**Additional Positions Held:** Chief, Space & Missile Branch, Office of Legislative Liaison, 1996-1998 | Chief, Space Policy, Office of the Assistant Secretary of the AF, 1995-1996 | Deputy, Standardization & Evaluation / Chief, Current Operations, Patrick AFB, 1993-1994 | Section Chief & Titan IV Launch Controller, Cape Canaveral AF Station, 1991-1993 | Staff Officer & Executive Officer, National Reconnaissance Office, 1988-1991 | Chief, Operations Development Branch, AF Space Command, 1986-1988 | Chief Satellite Officer & Evaluator, NORAD Cheyenne Mountain Complex, 1983-1986

**EDUCATION****WEBSTER UNIVERSITY | Webster Groves, MO****Master of Arts in Space Systems Management****UNITED STATES AIR FORCE ACADEMY | Colorado Springs, CO****Bachelor of Science in General Studies****PROFESSIONAL CREDENTIALS**

**Training:** Cyber Operations Executive Course | National Defense Fellow, Center for Strategic & International Studies (CSIS)

**Awards & Decorations:** General Jerome F. O'Malley Distinguished Space Leadership Award, 2012 | Defense Distinguished Service Medal | Defense Superior Service Medal with two oak leaf clusters | Legion of Merit with two oak leaf clusters | Defense Meritorious Service Medal with oak leaf cluster | Meritorious Service Medal with two oak leaf clusters | Joint Service Commendation Medal | AF Achievement Medal | Humanitarian Service Medal

**Affiliations:** Air Force Association | USAF Academy Association of Graduates | National Association of Corporate Directors

**Security:** Current Top Secret SCI Clearance