

OBJECTIVE AND QUALIFICATIONS

After 29 years of committed service, I am ready to depart my positions as Director, Tenured Full Professor, and Dean to apply three decades of innovative leadership experience to propel modernization and fiscal excellence for an institution of higher learning. My many years of documented high performance in the public sector and as a faculty member with several elite civilian colleges and universities, combined with diverse domestic and international networks, make me the ideal candidate to serve as president of a university desiring an innovative and collaborative leader with demonstrated success in securing revenue streams and building world-class faculty development programs.

Strengths include experience in the highest levels of organizational leadership, proven skills in collaborative and transformational leadership in complex environments, donor cultivation and maintenance, coalition building, successful leadership in shared governance structures, delivery of innovative faculty and staff development programs, strategic planning, fiscal management, and highly developed interpersonal skills.

CORE COMPETENCIES

Organizational Leadership- demonstrated through progressively larger scopes of responsibility in diverse military and academic organizations in the United States and several international locations including Korea, Turkey, Kyrgyzstan, Afghanistan, Iraq, Kuwait, and Saudi Arabia.

Strategic Planning- over multiple years and positions, including with agencies managing international programs and with multi-national organizations comprised of highly diverse groups of stakeholders from public, private, government, and nonprofit sectors.

Budget Management- including executive oversight of an \$8.6 billion annual budget supporting international programs, financial programming for 3-, 5-, and 7-year execution plans, and strategic planning during austerity measures levied by congressional mandates.

Fundraising- for emerging needs and to bolster existing programs. Target donor populations have included individuals, corporate activities, and family giving initiatives.

Additional competencies in faculty and staff development and negotiations.

EDUCATION

Post-Doctoral Fellow, May 2012

Harvard University, John F. Kennedy School of Government

Focus Areas: Negotiations, Executive Leadership Development, Change Management

Doctor of Philosophy, May 2005

Rutgers University, Graduate School- Newark

Focus Areas: Public Sector Executive Leadership, Terrorism and Political Violence

Master of Arts in Criminal Justice, May 1999

Rutgers School of Criminal Justice

Bachelor of Science in Administration of Justice, May 1994

Honors College, Rutgers University

RELEVANT EDUCATIONAL AND LEADERSHIP EXPERIENCE

Director, Center for Character and Leadership Development (Dean Equivalent)

United States Air Force Academy, CO (*July 2018-present*)

Executive Summary: Serving as the senior executive of a multi-disciplinary Center delivering faculty and staff development, prototyping teaching innovations, publishing an international journal, generating donor interest and managing gift activities, and performing as chief liaison to elite institutions in North America and abroad.

- Dual-role as Director and (Full) University Professor for Character and Leadership
- Establishes and manages an aggressive research agenda on topics including character development, leadership theory, living honorably, the 21st century profession of arms, ethical decision making, healthy culture and climate, interpersonal relationships, innovative teaching methods, generational education, and experiential learning
- Primary interface with endowment organizations and fundraising bodies
- Supervises the activities of three endowed chairs and a senior scholar program
- Cultivates and manages collaborative relationships with institutions of higher learning, leadership centers, and private sector entities focused on character, leadership, ethics, and the profession of arms
- Executive editor for the *Journal of Character and Leadership Development*

**Chief, Co-located Operating Base Transition Team, US Forces Korea
Cities of Daegu, Gimhae, Gwang Ju, Osan, and Suwan, Republic of Korea**

(February-May 2018)

Executive Summary: Deployed to Korea at the request of the Commander, Pacific Command, to lead five multinational installations in support of the United Nations pressure campaign to force negotiations with North Korea.

- Led 600 Airmen to transition five bases and six munitions sites to combat readiness
- Oversaw activation of \$4.7 Billion in war reserve material and transition of 2,700 vehicles from “warm status” to full combat employability
- Leveraged experiences to improve the US Air Force Academy; distributed real-time summaries of Korea operations to USAFA faculty and staff for curriculum inclusion, visited Korean Air Force Academy to meet with faculty and expand partnerships.

Permanent (Full) Professor and Department Head (Chair Equivalent)

United States Air Force Academy, CO *(July 2016-July 2018)*

Executive Summary: Selected to serve as one of only twenty-three tenured Full Professors at the United States Air Force Academy, nominated by the President of the United States and confirmed by the United States Senate. Served on all senior decision-making bodies for curriculum, budget, strategic planning, hiring actions, athletic eligibility committees, admissions panels, and individual student disposition boards.

- Served as Permanent (Full) Professor for Character and Leadership Development
- Directed curriculum development and course delivery for character education, leadership development, professional ethics, and honorable living
- Integrated character and leadership development education programs across the institution, ensuring effective delivery of key concepts by faculty, staff, and the department of athletics
- Represented the Center for Character and Leadership Development during interactions with academic institutions, professional organizations, and related subject consortiums

Vice Wing Commander, 39th Air Base Wing

Incirlik Air Base, Turkey *(July 2014-July 2016)*

Executive Summary: Led daily operations of a strategic NATO installation in southeast Turkey, provided executive leadership to a multinational organization of American, Turkish, British, Danish, Dutch, German, Italian, and Spanish forces conducting combat operations in Syria and Iraq.

- Oversaw the development, performance, and protection of over 5,000 US and allied military members, civilian employees, and non-combatants on Incirlik Air Base
- Directed operations and provided oversight for US activities throughout Turkey, including major operational hubs in Ankara, Diyarbakir, Istanbul, and Izmir

Chief, Financial Programming

Headquarters US Air Force, The Pentagon (*June 2012-June 2014*)

Executive Summary: Programmed and directed execution of an \$8.6 billion budget in support of world-wide security, emergency services, information protection, law enforcement, and Department of Defense anti-terrorism programs worldwide.

- Led several process improvement teams covering diverse issues including financial streamlining, international manpower allocation, and organizational restructures
- Provided executive leadership to a multi-agency task force charged with mitigating the effects of sequestration and other financial limitations imposed by Congress

Regional Defense Force Commander/Commander, 8th Security Forces Squadron Kunsan Air Base, South Korea (*June 2010- June 2011*)

Executive Summary: Provided executive leadership to over 300 personnel providing all base defense, law enforcement, and anti-terrorism functions for over 5,000 citizens of the United States, Korea, and United Nations partner nations.

- Commanded a joint force of US Air Force Security Forces, Republic of Korea Air Force, and Republic of Korea Army personnel to defend the southwest region of the Republic of Korea
- Served as primary liaison for the Republic of Korea National Police and various local agencies responsible for law enforcement, security, and anti-terrorism

Associate Professor, School of Social and Behavioral Sciences, Stockton University, Pomona, NJ (*June 2007-May 2010*)

Executive Summary: Negotiated with the University to host a position responsible for building a new Homeland Security graduate program serving the local student population and government agencies at the local, state, regional, and federal levels.

- Served as Chair of Homeland Security and Terrorism Studies (DoD posting)
- Developed curriculum for graduate and undergraduate courses
- Taught classes on disaster preparedness, crisis management, terrorism, transportation security, and private sector operations management
- Performed as liaison for supporting agencies including the Federal Air Marshals, Transportation Security Administration, Customs and Border Protection, Coast Guard, and state and federal homeland security and preparedness offices
- Served as the college and United States Government representative to organizations dealing with higher education, terrorism, homeland security, and criminal justice

Commander, 43rd Security Forces Squadron/Defense Force Commander Pope Air Force Base, NC (*May 2005- June 2007*)

Executive Summary: Led 220 personnel providing all law enforcement, security, and anti-terrorism functions for a community of 15,000 residents and resources worth over \$2 billion.

- Managed the installation Information Security Program, protected classified and sensitive information from all forms of foreign and industrial intelligence collection

Commander, 376th Expeditionary Security Forces Squadron

Manas Air Base, Bishkek, Republic of Kyrgyzstan (*March 2006-September 2006*)

Executive Summary: Provided executive-level leadership for over 200 multinational personnel providing protective services for more than 1,000 US, Kyrgyz, French, and Spanish stakeholders.

- Directed counter-intelligence and counter-surveillance operations against former Soviet Block and Islamist entities through overt and covert patrolling and tactical deception
- Evaluated anti-terrorism and security operations in Kyrgyzstan, Afghanistan, Iraq, and Kuwait to develop best practices for adoption by US and friendly government agencies

Research Associate, Rutgers University Center for the Study of Public Security

(*September 2003-May 2005*)

Executive Summary: Served in dual capacity as an Air Force Fellow posted at Rutgers University to complete a fully funded PhD program on terrorism and political violence.

- Developed national database on terrorist group presence and predicted activity
- Generated and analyzed data on the national terrorist threat, regional variations, local agency dynamics, target distribution and effects, and forecasted attack types
- Research and predictive models used in Congressional testimony by the International Association of Chiefs of Police

TEACHING EXPERIENCE

Michigan State University

Graduate

Terrorism; Spring and Summer 2014 through Summer 2019

Proseminar in Criminal Justice; Fall 2013 through Fall 2018

Counter-Terrorism and Intelligence; Spring 2013

Undergraduate

Homeland Security; Fall 2014, Fall 2015

Terrorism and Violence; Summer 2013

The University of Maryland

Undergraduate

Introduction to Criminology; Spring 2011

Forensics and Psychology; Spring 2011

Administration of Criminal Justice; Fall 2001, Spring 2002

The Scientific Investigation of Crime; Spring 2002

Stress in Police Work; Spring 2002

Communicating in Police Work; Spring 2002

Rutgers University

Undergraduate

Counter-Terrorism Strategies; Spring 2010

Special Topics in Criminal Justice: Terrorism and Responses in the Global Environment; Fall 2007

Long Island University

Graduate

Terrorism and Political Violence; Fall 2015

Stockton University

Graduate

Crisis, Emergency, and Disaster Management; Spring 2008, Spring 2009, Spring 2010

Airport and Seaport Security Fundamentals; Spring 2008, Fall 2009

Terrorism: Foundations, Evolutions, and Globalization; Fall 2007, Fall 2008

Casino, Utility, and Corporate Security; Fall 2008, Spring 2010

Undergraduate

Disaster Preparedness; Spring 2010

Understanding 9-11; Fall 2009

Terrorism and Political Violence; Fall 2009

Theories of Criminality; Fall 2008, Fall 2009

Continuing Education Certificate

Certificate in Homeland Security (2009-2010); 130-hour program covering terrorism, disaster and emergency management, private sector security, and mental health issues related to homeland security. Certificate was a hybrid of online and classroom instruction.

Saint Leo University

Undergraduate

Special Topic: Current Perspectives on Terrorism; Summer 2000

Forensic Psychology; Spring 2000

Typologies of Criminal Behavior; Fall 1999

MASTER'S THESIS SUPERVISION (2007-present)

Long Island University

- Protecting Arenas, Stadiums, and Large Venues from Terrorist Attack
- Analysis and Perspective of the Lone Wolf Terror Threat to US National Security
- Psychological Theories and the Radicalization Process of Terrorists
- Becoming a Refugee: The Refugee Process, Policy Shortcomings, Radicalization, and Terrorism
- Female Suicide Bombing Within Boko Haram
- Department of Homeland Security Approaches to Agro-Terrorism

Stockton University

- Post-Colonial Africa and the War on Terror's "Third Front."
- Interrogation of Terrorism Suspects: History and Current Techniques.
- Incarcerated Muslims' Perceptions of the War on Terror
- Human Trafficking: Mitigations and Investigation Techniques

GUEST LECTURES

Terrorism and World Order: What's Next?, Rutgers University, Fall 2009
How Terrorism Affects World Order, Seton Hall University, Fall 2007
Terrorist Tactics and Insurgency in Iraq, University of North Carolina, Spring 2006
Terrorism: Emerging Issues, Goals, and Tactics, Rutgers University, Spring 2005

PRESENTATIONS

Executive and Professional Audiences:

Building Organizations: Culture, Trust, and Talent, Parent and Family Fundraising Annual Conference, July 2019

Teaching Innovations for Character Development in Millennial and Centennial Students, South Carolina Association of Graduates Annual Meeting, March 2019

Partnership and Program Linkage, Republic of Korea Air Force Academy, May 2018

Professionalism and Trust Indexes, Deborah Heart and Lung Center, Browns Mills NJ, March 2017

Ethics and Trust in University Donor Activities, Duke University Law School, August 2017

Developing Character in Millennial Students, Colorado Springs Rotary Club Keynote Speaker Series, October 2017

Modernization of Character Education at the United States Air Force Academy, Las Vegas Association of Graduates Annual Meeting, May 2017

Character and Leadership Education Program Modernization, Presentation to the Delegation from the Government of Japan, Colorado Springs CO, November 2017

Academic Presentations:

Predictive Variables for Terrorist Activity: What Constitutes the Chemistry for Terrorism? Academy of Criminal Justice Sciences Annual Conference (Cincinnati, March 2008)

Central Asian Criminal Justice Systems: Illustrations of the Crime-Terror Nexus along the "Northern Route." American Society of Criminology Annual Conference (Atlanta, November 2007)

Terrorist Target Selection and Event Predictors: Results from the National Terrorism Study. American Society of Criminology Annual Conference (Atlanta, November 2007)

- Panel Chair: *Cross Border Trafficking and the Organization of Crimes*.
American Society of Criminology Annual Conference (Atlanta, November 2007)
- Criminal Justice at the Crossroads: Crime and Justice in Central Asia*.
Academy of Criminal Justice Sciences Annual Conference (Seattle, March 2007)
- The Crime Terror Nexus: Challenges to Integrating Local and National Intelligence*.
Academy of Criminal Justice Sciences Annual Conference (Seattle, March 2007)
with Dr. Leslie Kennedy.
- Criminal Justice in the Kyrgyz Republic: Observations from an Eight-Month Exchange*.
American Society of Criminology Annual Conference (Los Angeles, November 2006)
- Local Terrorist Threat Forecasting: Predictors of Terrorist Events as Reported by Law Enforcement Executives*. American Society of Criminology Annual Conference (Toronto, November 2005)
- Terrorist Incident Reporting: How Much Don't We Know?* American Society of Criminology Annual Conference (Toronto, Nov 2005) with Dr. Christopher Sedelmaier
- Panel Chair. *Dimensions of Terrorism and Counter-Terrorism*. Academy of Criminal Justice Sciences Annual Conference (Chicago, March 2005)
- So What Are We Afraid Of? The Practitioner View of the Terrorist Threat in the United States. Final Results of the National Terrorism Study*. American Society of Criminology Annual Conference (Chicago, March 2005)
- Terrorist Threat Forecasting: Preliminary Findings of the National Terrorism Study*. Academy of Criminal Justice Sciences Annual Conference (Nashville, November 2004)

PUBLICATIONS

- Anarumo, Mark (2019). *Reflections on Leadership, Teamwork, and Organizational Management*, with Dr Doug Lindsay, *The Journal of Character and Leadership Development*, Winter 2019
- Anarumo, Mark (2011). *The Practitioner's View of the Terrorist Threat* in *Crime and Terrorism Risk: Studies in Criminology and Criminal Justice*, edited by Leslie W. Kennedy and Edmund F. McGarrell. Taylor & Francis Ltd; London.
- Anarumo, Mark and Huston, David. (2019). Completing IRB process for original research project and publications evaluating use of live-actor video series on leadership problem solving with an emphasis on moral reasoning. Series is called "What Now?" Research design will include test of online platforms for content delivery, evaluate the effectiveness of web-based learning for leadership development in different age groups, comparison of group responses, and effects of anonymizing respondent data. Pilot program to begin Fall 2019.

Anarumo, Mark (2019). *Practitioner Views of Terrorist Threats to the United States*. Police Practice and Research: An International Journal (pending)

Anarumo, Mark; Kennedy, Leslie; and Samuels, Norman. *The Crime Terror Nexus: Challenges to Integrating Local and National Intelligence*. Sage Publications. Release date pending.

Supervised publication activities:

Preparing Military Professionals for the Moral Imperatives of 21st Century Warfare with Ervin J. Rokke, for The Journal of Character and Leadership Development, Winter 2019.

Book Review: The Listeners: U-Boat Hunters during the Great War by Roy R. Manstan for US Naval Institute Naval History, April 2019.

Associate Editor: The Harmon Memorial Lectures, Volume II, Air University Press, forthcoming.

Book Chapter: *Lewis Hyde Brereton: Controversial Airman* Reaktion Books, forthcoming.

Commentator: “Airpower, Past, Present, and Future” Panel, Northern Great Plains History Conference, Mankato, Minnesota, September 2018.

Presentation: “Unrestricted Submarine Warfare during World War I,” 38th Annual Meyer Nathan Memorial Lecture, Department of History, Colorado State University, November 2018.

Lewis Brereton and the Failure at Arnhem Missouri Valley History Conference, Omaha, Nebraska, March 2019

Book Review: How Good People Make Tough Choices by Rushworth Kidder for *The Journal of Character and Leadership Development*, Winter 2019

Book Review: Professionalizing Leadership by Barbara Kellerman for *The Journal of Character and Leadership Development*, Winter 2019

Jackson, J., Dobbs, J., & Lindsay, D. (in press). *The impact of perceived leader and organizational integrity on extra-role behaviors in a military context*. Military Behavioral Health.

MacIntyre, A., Lindsay, D., & Charbonneau, D. (2018). Global Views on Military Performance. Canadian Defense Academy Press.

Lindsay, D., Watola, D., & Borman, W. (2018). *The Leader's Role in Motivating Performance*. In D. Watola & A. MacIntyre (Eds.), From “Knowing” to “Doing”: International perspectives on leading effectively (pp. 1-22). Canadian Defense Academy Press.

- Lyon, D., & Lindsay, D. (2018). *Strength for Service: Building Resilience across Different Domains*. In S. Rawat (Ed.), *Stress and Resilience in the Military* (pp. 157-172). Jaipur, India: Rawat Publications.
- Smith, R. & Lindsay, D. (2018). *Leader and Leadership Development in The United States Air Force*. In S. Rawat (Ed.), *Cadet Diary: Psychology of Warrior Ethos and Cadet Leadership Development* (pp. 251-261). Jaipur, India: Rawat Publications.
- Donigian, A., Lindsay, D., & Samuels, S. (2018). *Leadership Development at a Military Service Academy: The 47 Month Plan*. In S. Rawat (Ed.), *Cadet Diary: Psychology of Warrior Ethos and Cadet Leadership Development* (pp. 239-250). Jaipur, India: Rawat Publications.
- Samuels, S., Lindsay, D., Packard, G. & Ramsey, R. (2018). *A New Approach to Leadership Education: Creating An Intentional, Integrated, Leadership Learning Experience*. In S. Rawat (Ed.), *Cadet Diary: Psychology of Warrior Ethos and Cadet Leadership Development* (pp. 262-272). Jaipur, India: Rawat Publications.
- McClermon, C., Lindsay, D., Guerrero, C., & Tossell, C. (2018). *How To Influence Cadet Motivation: A Case Study In Research*. In S. Rawat (Ed.), *Cadet Diary: Psychology of Warrior Ethos and Cadet Leadership Development* (pp. 273-283). Jaipur, India: Rawat Publications.
- Raymer, S., Reiley, P., & Lindsay, D. (2018). *Individual Performance through Organizational Alignment*. In A. MacIntyre, D. Lindsay, & D. Charbonneau (Eds.), *Global Views on Military Performance*. Canadian Defense Academy Press.
- Miller, Christopher. *More than Managers of Violence. Summary Overview of Profession of Arms Research Effort*; publication outlet TBD
- Miller, Christopher. *100 years after the Great War: Where is Tomorrow's Flanders Field?* (pending)
- Randolph, Steven. *History and Assessment of the US Withdrawal from Vietnam*, for the National Security Council, December 2018
- Randolph, Steven. *The Easter Offensive and the Second Air War*, for the Cambridge History of the Vietnam War, vol. III, submitted
- Randolph, Steven. *William Seward and the Diplomacy of the Civil War* for the Oxford Research Encyclopedia of American History, accepted, release pending

ONGOING PERSONAL RESEARCH

- The role of “Grit” in predicting success in adverse environments
- Uses of distance learning platforms to deliver character development content
- Adventure and Experiential Learning events as character education tools
- The role of emotional intelligence in fostering effective organizational culture
- Dynamics of generational identity in delivering academic instructional methods

ACADEMIC SERVICE

- Voting member, USAFA Academy Board (academics, curriculum, and admissions)
- Preparer and presenter for Board of Visitors USAFA visits and update briefings
- Chief liaison for university partnerships, content sharing, and curriculum development
- Primary liaison for Profession of Arms Center of Excellence (PACE)
- Keynote speaker, PACE annual conferences
- USAFA representative to the Service Academy Honor and Ethics Annual Conference
- Serves on hiring committees for Permanent Professors and Department Heads
- Lead for CCLD hiring committees, including for previous Director
- Member, selection and preparation committee for graduate scholars (2016-2018)
- Member, accreditation committees
- Voting member, USAFA Group and USAFA Board (budget and resourcing)
- Member, athletics eligibility committee
- Host and primary briefer for foreign military service academy visits

RESEARCH INTERESTS

Organizational Leadership, Ethics, Culture Building, Leadership, Character Development, Change Management, Political Violence, Terrorism, Disaster Management, Executive Management, Non-Lethal Technology, Law Enforcement Technology, Disorder and Incivility, Professional Standards and Core Values, Grit

PROFESSIONAL AFFILIATIONS

- International Leadership Association
- FBI National Academy Associates (graduate community of FBI Academy)
- Rutgers Alumni Association (President 1999-2001, 2003- 2009)
- American Society of Criminology
- Academy of Criminal Justice Sciences
- International Association of Chiefs of Police
- National Sheriff’s Association
- Veterans of Foreign Wars (lifetime member)