

WILLIAM E. RAPP, PhD
Major General (Retired), US Army
Lecturer in Military Affairs, Harvard Kennedy School
Director, Defense Project and National Security Fellows Program, HKS

Summary An educator, college administrator, and proven leader with over 33 years of military service including 18 years of senior management and education experience leading positive change in large and diverse organizations of up to 17,000 personnel in the United States and in international settings. Experience as varied as president of a graduate college with extensive executive education offerings, to planning legislative strategies for policies and funding of the U.S. Army, to supplying all needs of the 160,000 force in Afghanistan, to managing water resources in the western United States, and directing the research efforts of a think tank. Highly practiced in organizational assessments, visioning, strategic planning, execution, and aligning purpose in organizations facing complex problems. Significant personal history as a team builder and a well-known professional reputation for developing ethical, courageous, and creative leaders. Known for collegiality, innovation, consensus building, and inspiring positive change.

Accomplishments

Leading in Education and Administration.

- Teaches in the degree program and directs three programs at Harvard Kennedy School of Government.
- Directed and led the significant strategic change effort to ensure that the U.S. Army War College was producing both leaders and ideas deemed invaluable by the Army and Department of Defense- an effort that has measurably improved the reputation of the college.
- Gained accreditation for the expansion of military joint education credit to the blended resident and nonresident Masters Degree program.
- Operated within highly restrictive fiscal guidelines, expanded external financial support to a margin of excellence program and quadrupled voluntarily proffered funds over a four-year period.
- Managed and motivated a diverse faculty and administrative staff while demanding teaching, scholarship, and service excellence from all.
- Led by example as college president by publishing articles and lecturing courses while leading the college.
- Led the bureaucratic effort to fully resource all college and student needs in a difficult fiscal environment.

Leading in the Development of Leaders and Public Servants.

- Faculty chair for the senior security focused executive education program at Harvard Kennedy School.
- Directed the executive education for the entire 1.1 million strong Army; in one year built and executed a significantly enhanced program that now brings stratified objectives, coherence, rigor, and holistic assessments to the building a strategic leaders and managers.
- Implemented continuing education programs for senior leaders to increase their skills and abilities in ethics, strategic thinking, vision development, strategic communication, and more. Expanded one program and significantly modified three others.

Leading Change and Managing Risk.

- Led the assessment and planning effort to build a strategic change plan for a graduate college and executive leader development which resulting in budget gain while all other similar federal organizations were being cut in resources and manpower.
- Led a 5200 person organization to significantly improve delivery of services across fourteen states from St Louis to the Puget Sound in water management, flood control, environmental restoration, and more.
- Led the effort to build the strategic plan and manage the inherent risk to lives, resources, and mission accomplishment intrinsic in changing an entire theater of war from an inbound, unconstrained focus to one able to recover back to the United States over \$28 billion in equipment while continuing operations.
- Built, coordinated, and executed the strategic plan for achieving policy and annual resourcing needs of 1.1 million-person organization from the U.S. Congress.

Recent Work History

Lecturer in Military Affairs, Harvard Kennedy School, Harvard University, 2017 to present.

Resident faculty in the Belfer Center of Harvard Kennedy School. Responsible for teaching on national security, strategy, civil-military relations, ethics, and leadership. Faculty Chair of the Kennedy School senior executive security program, Senior Executives for National and International Security. Director of the National Security Fellows Program. Director of the Belfer Center Defense Project.

Executive Manager and Lecturer for Executive Leader Development Programs.

2014 to Present

Faculty Chair for Senior Executives in National and International Security at HKS. Until 2017, directed executive leader development for all U.S. Army general officers. Leads the development of curriculum and assessment of outcomes for senior level executive education and facilitates large group platform delivery. Lectures on strategy, ethics, leading change in complex organizations, civil-military relations, and working with the U.S. Congress.

Commandant, US Army War College and Commanding General, Carlisle Barracks.

2014 to 2017

University president responsible for the highest level professional education and leader development institution in the Army. Annually responsible for the education and professional development of resident and distant education student bodies of foreign and US national security professionals. Led a staff and faculty to meet the standards of two different governing bodies for accreditation. Responsible to attract, recruit, and retain a world class faculty under frequently changing budget conditions. Set priorities and provide oversight to four other centers and institutes resident at the college, each of which contributes to intellectual discourse with international impact. The Army War College has 1200 students annually, 120 fulltime faculty, and 400 staff.

Chief of Legislative Liaison, US Army

2012 to 2014

Responsible for the development and execution of the Army strategic communications effort with the US Congress. Led a 120-person organization that facilitated all Army communications and travel with members of Congress and their staffs. Built and executed the 2013 and 2014 strategic plan to fully inform Congress about Army status and needs. Responsible to gain numerous and diverse stakeholder buy-in as well as approval of needed legislation by Congressional leadership.

Commanding General, National Support Element, US Forces Afghanistan

2011-2012

Responsible for the day-to-day logistical and administrative support to the 105,000 service members and 70,000 contractors serving for the United States in Afghanistan. Direct command of 17,000 military and civilian team members. Responsible for planning and executing a change in transportation and logistics to facilitate the dramatic downsizing of the US personnel and equipment posture in that country, while ensuring the combat units were fully supplied regardless of the extreme difficulty of terrain and geo-political environment.

Commandant of Cadets, US Military Academy, West Point

2009 to 2011

Responsible for the safety and leadership, physical, military, and character development of 4400 cadets at West Point. Led a staff of 200, with seasonal growth of 1000, to ensure the full development of character, honor, fitness, discipline, and professional competence in each cadet. Focused on inculcating bedrock values and respect for all.

Commander of Northwestern Division of the Army Corps of Engineers

2008 to 2009

Led a 5200-person organization responsible for fourteen states in the areas of water resource management, flood control, environmental protection and restoration, military construction, recreation, and hydropower. Built and executed new strategic plan that led to NW Division named top in Corps of Engineers in 2009. Worked with governors, Congressmen, Native American Tribes, and local officials to resolve all challenges and conflicts.

Military Experience Prior to General Officer

Brigade Commander, 555 Engineer Brigade, Ft Lewis and Iraq, 2500 soldiers
Chief of Initiatives Group to General David Petraeus, Iraq
Chief of Plans, US 1st Corps, Ft Lewis
Battalion Commander, 54th Engineers, Bamberg Germany, 600 soldiers
Aide to Assistant Secretary of the Army Joseph Westphal, Pentagon
Battalion Operations Officer, Brigade Operations Officer, Ft Lewis
Company Commander, B Co, 27th Engineers, Ft Bragg and Iraq, 140 soldiers
Platoon Leader, D Co, 16th Engineers & C Troop, 1-1 Cav, Germany, 40 soldiers each

Education

Bachelor of Science, Civil Engineering, United States Military Academy, West Point, NY (1984)
Master of Arts in Political Science, Stanford University (1993)
Doctor of Philosophy in Political Science, Stanford University (1996)
Master of Strategic Studies, US Army War College (2004)

Research and Published Work

Doctoral Dissertation
“Democratic Reliability Theory- Regime Type and Alliance Behavior” Stanford University 1996
Civil-Military Relations
“Ensuring Effective Military Voice,” *Parameters* 45(3) Autumn 2015
“Civil-Military Relations: The Role of Military Leaders in Strategy Making,” *Parameters* 46(4) Winter, 2017.
“Crisis in the Civil Military Triangle,” book chapter forthcoming January 2020
Leadership
“The Balance of Leadership in an Army at War,” *Army Magazine* 56(12) Dec2006.
Learning Leadership from the Boston Campaign of 1774-6, book manuscript in draft
East Asia
“Past its Prime? The Future of the US-Japan Alliance,” *Parameters*, 34(2) Summer 2004
“Paths Diverging? The Next Decade in the US-Japan Security Alliance,” *Strategic Studies Institute*, Jan 2004

International Experience

Germany- 5.5 years; 1985-88, 2000-02 U.S. Army Junior officer, Battalion Command
Iraq/Saudi Arabia- 2.75 years; 1990-91, 2005-06, 2007-08 Company Command, Brigade Command, Joint HQ
Japan- 1 year; 2002-03 Council on Foreign Relations Fellow
Afghanistan- 1 year, 2011-12 Commanding General, National Support Element, U.S. Forces Afghanistan
Professional work in Nigeria, Korea, Taiwan, UK

Fundraising, Budget and Fiscal Programming Experience

Director and Accountable Officer

U.S. Army War College, \$57mil annual operating budget, 2014-2017
U.S. Forces Afghanistan, oversaw execution of >\$10 billion annual operations
Northeastern Division of the US Army Corps of Engineers, \$900 mil operating budget + \$2.5 bil in construction
Lead Spokesman for 2019 United States Military Academy fund raising campaign

Awards and Recognition

Distinguished Graduate, First Captain and Brigade Commander, US Military Academy, Class of 1984
Distinguished Graduate, Ranger School Class 2-85, 1985
Distinguished Graduate, Infantry Officer’s Advanced Course, 1988
Distinguished Graduate, Strategist Program, US Army Command and General Staff College, 1997
Council on Foreign Relations/Hitachi Fellow, Tokyo, Japan, 2002-3
Numerous military awards include (2) Distinguished Service Medals and (2) Bronze Star Medals