Naval officer turned academic with 23 years of leadership, management, administrative, and technical experience. Rapidly promoted for sophisticated strategic vision and tactical execution. Pioneer as one of the nation's first female strike-fighter pilots. Champion of diversity, equity, and inclusion throughout the academic, military, and aviation communities.

Leadership Development & Education • Program Management • University Assessment Academic Advising • Recruiting & Admissions • Mentoring & Coaching Strategic Planning • Higher Education Administration • Diversity, Equity & Inclusion

## **EDUCATION**

2018	Georgetown University Certificate in Coaching Skills for Leaders in Higher Education
2014	George Washington University Master of Business Administration, 3.9 GPA
2010	<b>Defense Language Institute, Washington, DC</b> Dari (Afghan Farsi), Level 2 Proficiency
2001	<b>George Washington University</b> Bachelor of Science, Civil Engineering, Cum Laude
EXPERIENCE	
2023 - Present	CU Boulder College of Engineering & Applied Science   Boulder, CO Scholar in Residence (Lecturer)
	Engineering Management Program: The Master of Engineering in Engineering Management degree is designed to help engineers, scientists, and technical professionals move into leadership and management roles in the engineering and technical sectors. Courses are taught by faculty with significant industry experience whose core commitment is to ensure real-world, job-relevant applicability. As students advance through the program, they benefit from a comprehensive curriculum comprised of leadership, finance, project management, communication, strategic planning, marketing, innovation management, and engineering ethics.
	Teaching

Graduate and undergraduate courses:

Spring 2023 ENLP-3000-001 Intelligent Leadership ENLP-3000-002 Intelligent Leadership ENLP-3000-003 Intelligent Leadership

## Fall 2024 EMEN-3100-003 Introduction to Engineering Management EMEN-5015-001 Engineering Communication EMEN-5015-002 (online) Engineering Communication EMEN-5052-001 Leading Others EMEN-5052-002 (online) Leading Others

- EMEN 3100 Intro to Engineering Management. Examines topics important to the management of engineering activities within organizations. Topics include the relationship of engineering to business and management disciplines, the functions of an engineering manager, principles and techniques for managing financial resources and business ownership. Explores best practices in global engineering management, process management, legal issues, ethics, organizational behavior and communications.
- EMEN 5052 Leading Others. Understand and apply leadership techniques that develop and sustain a high-powered technical organization. Specifically, students evaluate qualities associated with successful leaders, learn practical leadership skills such as defining roles and responsibilities, setting vision, coaching, and dealing with conflicts. The course then addresses team building, from hiring the right team members, to managing the team, and conducting effective team meetings.
- EMEN 5015 Engineering Communication. Enables students to communicate their thoughts and ideas in written and oral form in professional environments. Understand and demonstrate the ability to write a correctly-formed document. Develop active listening skills, particularly when providing and receiving feedback. Learn to orally communicate ideas by speaking clearly, persuasively, energetically, and with appropriate non-verbal elements. Present in various environments and to various audiences.

# Service

- Committees
  - Tri-Mil ROTC Advisory Board Member
  - Advising
    - Certified CEAS ProReady Partner (Student Professional Development)
    - Center for Student Involvement (CSI) Recognized Student Organization (RSO) Collar Scholars - Faculty Advisor
    - Society of American Military Engineers Faculty Advisor
- Guest speaker/lecturer across CU Boulder campus
  - SAME Society of American Military Engineers keynote Feb 2023
  - CEAE Construction Management Graduation keynote May 2023
  - CEAE CVEN 4897 Professional Issues in Civil Engineering guest lecture Sept 2023
  - NROTC NAVR 4010 Leadership & Management guest lecture Sept 2023
  - CSCI 4502 & 5502 Data Mining guest lecture Oct 2023
  - EMEN 5065 Global Topics in Aerospace guest lecture Dec 2023

# **Professional Development**

## • CU Center for Teaching & Learning

 Teaching International Students (TIS) Program - Microcredential Offered through the Center for Teaching & Learning in collaboration with International Student Academic Success – Office of Undergraduate Education

# • CU Office of Faculty Affairs

- Certificate through Supporting Student Resiliency workshop series (11/2, 11/9, 11/16) November 2023
  - Introduction to Motivational Interviewing: Communication Skills for Student Support
  - Supporting Survivors: How to Respond in a Trauma-Informed Way to Someone who Discloses a Traumatic Experience
  - Supporting Student Mental Health
- Faculty Success Workshop through National Center for Faculty Development and Diversity (NCFDD) November 2023

## 2022 - 2023 CU Boulder College of Engineering & Applied Science | Boulder, CO Teaching Assistant Professor (Lecturer)

Developed and now delivering *ENLP 3000 Intelligent Leadership*. The course explores leadership challenges in applied science for undergraduate engineering students using liberal arts pedagogy. The discussion-based seminar aims to cultivate leaders of curiosity and character, whose technical expertise is enriched through the study of the political, moral, and philosophic dilemmas posed by the perpetual advancement of science and technology.

## 2022 CU Boulder CEAS Kiewit Design-Build Scholars Program | Boulder, CO Program Manager (March - August)

The Kiewit DB Program is a cornerstone in developing an infrastructure construction and engineering curriculum to support the needs of the construction industry. This part-time position is a member of the professional and academic team working to develop curriculum, engage industry and other partners, and recruit the next generation of world-class engineers to the Boulder campus. Working under minimal direction to successfully implement all aspects of the program: student recruitment and mentorship, development of enrichment activities, marketing, planning, budgeting, and reporting.

# 2014 – 2021 United States Naval Academy | Annapolis, MD Permanent Military Instructor

## Director, Leadership Education and Development (LEAD) Program

LEAD is a partnership between the Department of Leadership, Ethics & Law at the U.S. Naval Academy and the Department of Organizational Sciences & Communication at George Washington University, offering an interdisciplinary MA in Leadership Education and Development. Responsible for the success of over 45 officers and graduate students and an annual budget of over \$3M. Conducted a comprehensive program audit of contract administration, academic curriculum, and personnel management to maximize value and

increase retention. Executed full contract rebid process including performance work statements, management and oversight of the acquisition of services, technical evaluations, and contract award and execution. Collaborate with University Registrar, Student Accounts, IT Services, Veterans Affairs, and other cross-campus agencies to support student success. Matched all incoming students with alumni sponsors facilitating direct, one-on-one mentoring from orientation through graduation.

### Director, Academy Effectiveness Board

Drove institutional assessment, accreditation, and effectiveness efforts across all cost centers, supporting both the formal MSCHE accreditation process and intrinsic organizational drive towards efficiency and excellence. Facilitated internal collaboration and external engagement, from front-line faculty to executive leadership. Consummate diplomat and trusted advisor who maintained strategic vision with an operational focus.

## Faculty, Leadership and Change Management

Developed and delivered core *Leadership Theory and Application, Change Management*, and *Code of the Warrior* courses. Promoted critical thinking and provided opportunities for students to demonstrate progression in both the cognitive and affective domains. Crafted a four-year curriculum on "Warrior Toughness" to promote personal resilience, moral resilience, and the understanding of how to support resilience in other individuals, units, and teams. Consistent positive feedback from students and colleagues for innovative pedagogies and genuine concern for student outcomes.

#### Academic Advisor and Faculty Development

Mentored, advised, coached, and counseled 600+ students towards personal and professional development as Plebe (Freshman) Academic Advisor, Aviation Community Mentor, and Officer (Faculty) Representative for two extracurricular clubs, including the on-campus LGBTQ network. Supported the Center for Teaching & Learning's new faculty orientation and ongoing faculty training, designing content, planning, and executing as a facilitator.

## 2011 – 2014 George Washington University | Washington, DC Assistant Professor of Naval Science, Department of Naval Science

#### Teaching, Advising, and Mentoring

Developed curriculum, delivered lectures, and generated a dynamic classroom atmosphere for Naval Science class of 40+ students each term. Top-ranked among educators at the University, received consistently exceptional student feedback, and nominated for the GW Bender Teaching Award.

Nationally recognized instructor of Naval Science, being named the 2012 NDIA Codd Memorial Award "Most Outstanding ROTC Instructor of the Year."

Active member of the GW University Teaching & Learning Collaborative, building capacity among colleagues through formal peer mentoring, training and feedback programs.

Provided academic and career counseling, degree planning, and mentorship to 150+ students. Leveraged DC location to coordinate field exercises,

simulators, and engagements with senior officers, senior enlisted, and community mentors.

#### Administration and Service

Faculty representative to the University Academic Integrity Council, promoting academic honesty and administered adjudication hearings.

Engaged Naval Reserve Officer Training Corps candidates through innovative and online channels as the Department Recruiting Officer. Collaborated with University Admissions and the Naval Training Command, aligning GW and Navy goals of recruiting and retaining a diverse body of qualified students.

Rapid success with minority enrollment increasing 140% in a single year (2012).

Increased engagement and development efforts resulting in a 200% increase in contributions to the Battalion Activities Fund.

# 2010 – 2011 Provincial Reconstruction Team | Ghazni Province, Afghanistan Engineer

Strategic architect for 140-member civil-military provincial reconstruction team conducting counter-insurgency operations in Ghazni Province, Afghanistan. Integrated Joint Department of Defense (Army, Navy, Air Force, USMC) operations with Department of State, USAID, NGOs, and international donors to develop capacity in transportation, health, governance, justice, and education.

Managed a portfolio of 48 projects with a total value of \$35,817,000.

Planned and executed 57 Mounted Combat Patrols and Ground Assault Convoy missions as Mission Commander, conducting operations in a dynamic, often hostile, combat zone.

Formally recognized by U.S. Ambassador Eikenberry for civil-military service in Afghanistan and awarded the DoD's Bronze Star Medal.

# 2008 – 2010 Navy Office of Irregular Warfare | Washington, DC Chief of Staff to the Director

Key advisor during the Navy's groundbreaking reform to institutionalize Irregular Warfare, emphasizing the use of indirect, non-conventional methods and means to subvert, attrite, and exhaust an adversary rather than defeat through direct conventional military confrontation.

Guided \$40M Imminent Fury program from abstract proposal to Combat Development phase. Provided real-time, intensive executive-level briefings (Chiefs of Services, POTUS staff, Congressional staff).

Demonstrated advanced analysis, research, and writing competencies; sought out to develop strategic messaging.

Promoted stakeholder engagement for enterprise-wide Irregular Warfare programs through correspondence, briefings, conferences, and official reports.

# 2007 – 2008 Chief of Naval Personnel, Director Navy Staff | Washington, DC Aide-de-Camp

Served as the executive aide to the CHRO of the 332,000-person U.S. Navy.

Regularly consulted as a trusted advisor by executive officers to solve fleet-wide issues of manpower, personnel, training, and education.

Conducted all facets of administrative, clerical, technical, and logistical support to the executive officer, including a complex schedule of more than 53 domestic and international travel evolutions, as well as hundreds of local meetings, conferences, and ceremonies within the National Capital Region with senior staff, foreign dignitaries, and civilian executives.

Drafted all executive speeches and correspondence.

## 2001 – 2007 Strike Fighter Squadron Four One (VFA-41) | Lemoore, CA Naval Aviator

Awarded the Combat Air Medal for 206 combat missions executed in support of Operation Iraqi Freedom and Operation Enduring Freedom as Mission Commander of F/A-18F carrier-based strike fighter aircraft; logged over 350 carrier arrested landings.

Led a team of 39 highly skilled avionics and ordnance technicians responsible for the maintenance and reliability of 13 aircraft during 2,010 sorties and 4,220 flight hours as the squadron AV/ARM Division Officer.

Managed Occupational Safety & Health compliance and Operational Risk Management Program for a squadron of 235 personnel as the squadron Ground Safety Officer.

# **VOLUNTEER**

## Board of Directors, GWU Alumni Association (2012-2015)

Focused on increasing engagement and giving across the University's 40,000 alumni in support of a \$1B campaign over three years.

## Founder. Leading Edge

Female Naval Aviators affinity group connecting 600+ members with mentors throughout the military via an online network, regional chapters, and annual conference gatherings.

## Founding Member, Academy Women eMentor Program

Award-winning, cutting-edge online mentoring program where protégés have the opportunity to connect with and receive guidance, career counseling, and support from more experienced uniformed members, veterans, spouses, or career mentors from all over the world.

Science Fair Judge, National Science Awards

Volunteer activity promoting high school student participation in STEM education and careers.

#### Handler, Therapy Dog Team

Therapy dog handler, volunteering in schools, hospitals, libraries, and nursing homes. From working with a child who is learning to read to visiting a senior in assisted living, therapy dogs and their handlers work together as a team to offer unconditional love and a peaceful presence to those in need throughout our community.

#### Team USA Masters Athlete

2022 USA National and NCCWMA (World) W40 Women's 2000m steeplechase champion.

#### **INVITED TALKS**

Department of State Bureau of Democracy, Human Rights and Labor Affairs (DRL) Leadership Council keynote speaker (November 2023)

"Navigating the Digital Age, Advanced Technology in National Defense." George Washington University Capital Conference Keynote. Washington DC (October 2023)

University of Colorado Boulder College of Engineering & Applied Science Construction Engineering Management Graduation Keynote. Boulder CO (April 2023)

"UAP Independent Study." NASA Science Mission Directorate. Washington, DC (October 2022)

"Mentoring the Mentor." NCAR Annual Members Meeting. Boulder, CO. (October 2022)

"The Engineer's Ethos." George Washington University School of Engineering & Applied Science Frank Howard Distinguished Lecture. Washington, D.C. (April 2022)

"Leadership: Transactional vs Transformational." Keynote and workshop for Maryland Mortgage Bankers & Brokers Association. Annapolis, MD. (March 2019)

"Intersections of Identity: Doubling Down on Perspective." Military Life Symposium. Panel Moderator and Organizer. Annapolis, MD. (February 2019)

"Leading Real Teams in a Virtual Industry." Keynote and workshop. Google Headquarters. Washington DC. (August 2018)

"Leading On & Off the Field." Keynote and workshop for Major League Soccer coaches & managers. Annapolis, MD. (April 2018)

"Leadership 101." Keynote and workshop for the National Council of Forestry Association Executives. Annapolis, MD. (July 2017)

"Molding a Team: Utilizing Talents & Creativity." USNA Leadership Conference. Panel Moderator and Organizer. Annapolis, MD. (January 2017)

"Making it Work: Career, Family, Priorities." Women in Aviation International Conference. Panel member. Orlando, FL. (March 2014)

"Joining Forces: Improving Veteran Access & Affordability in Education." Panel member with Dr. Jill Biden, Second Lady of the United States (SLOTUS), at George Washington University. Washington DC. (April 2013)

"Veterans in the Classroom: Supporting the Soldier-Scholar." George Washington University Veterans Day Keynote Speaker. Washington, DC. (November 2012)

"Lioness: Women in Combat." James Madison University. Panel member. Harrisonburg, VA. (November 2011)

"Supporting Military Women." Women's Research & Education Institute conference on Women in the Military. Washington, DC. (October 2011)

"Firsthand Account, Subsequent Insight & Recommendations." NASA UAP Independent Study. Washington DC (October 2022)

University of Colorado Boulder School of Engineering CEAE Graduation Keynote (May 2023)

"Recruiting and Working with Graduate Students." National Center for Atmospheric Research Annual Members Meeting. Boulder, CO. (October 2023)