

Curriculum Vitae (abbreviated)

PROFILE: A seasoned corporate senior executive with over 40 years of leadership experience in the aerospace/defense, academic and business consulting industries. I am the managing principal at Solomon Bruce Consulting, LLC, a professional services advisory services firm. The firm has offices in Atlanta, Georgia and Salt Lake City, Utah.

The firm maintains practice areas in Business Operations, Supply Chain Management, Career Consulting Services, Government Contract Procurement Strategies and Legal Expert Witness support. I was the award-winning Dean of the College of Business at Montana State University-Billings and the Dean of the School of Systems and Logistics at the Air Force Institute of Technology, Dayton, Ohio. I am a retired Air Force Colonel (Grade O-6) who has served at the highest levels of the Department of Defense, the Air Force Chief of Staff's office in addition to serving as a Joint Program Manager at the Defense Logistics Agency.

EDUCATION, LICENSES, CERTIFICATIONS:

- Master of Arts, National Strategic Studies, Naval War College, Newport, RI, June 1997, (Forrestal Award Recipient)
- Master of Public Administration, University of Oklahoma, Norman, OK, December 1989
- Ph.D., Industrial Engineering, Texas A&M University, College Station, TX, December 1986
- Master of Science, Systems Management, University of Southern California, Los Angeles, CA, June 1980
- Bachelor of Science, Electronic Engineering Technology, Weber State University, Ogden, Utah, June 1976
- Licensed Professional Engineer, Texas #86679, Montana #18386
- Certified Professional Logistician #1224, Society of Logistics Engineers (SOLE)
- Defense Acquisition Worker Improvement Act (DAWIA) Level 3 certified, Acquisition Logistics

LEADERSHIP

- Chair, Industrial and Systems Engineering Professional Engineering (PE) Examination Development Committee—January 2019- Present (Selected by Board of Directors of the 14,000-member Institute of Industrial and Systems Engineers Professional Society.)
- Co-Chair and committee member, Industrial and Systems Engineering Professional Engineering (PE) Examination Development Committee, June 2009- December 2018
- Managing Principal, Solomon Bruce Consulting LLC- January 2007-Present

AWARDS and HONORS

- Outstanding Alumnus, Department of Industrial Engineering, Texas A&M University, May 2005
- Received personal and professional recognition by the Governors of Arkansas, Montana Nebraska and Kentucky for key economic development accomplishments increasing business growth, economic development and sustainability in the states of Arkansas, Montana, Nebraska and Kentucky by cited as a:
 - Arkansas Traveler, Presented by Governor Ira Hutchinson, March 2015
 - Montana Ambassador of the Year, March 2012
 - Admiral, Nebraska Navy, June 1994
 - Kentucky Colonel, June 1994
- Inducted into the Pi Alpha Alpha and Beta Gamma Sigma National Honor Societies.

PROFESSIONAL AND CIVIC SERVICE

- Vice Chair, National Programs, Aerospace States Association (ASA), January 2014- February 2019. Developed and wrote Blog articles which address key factors in aerospace economic development.
- Board Member, of the 250-member Rotary Club of Billings Montana, July 2010- June 2012.
- Chair, Programs committee of the 450-member Rotary Club of Fort Worth, TX, July 2014-June 2019.
- Paul Harris Fellow of Rotary International, 16 year member with perfect Rotary Attendance
- Executive Member, Programmatic Steering Committee, Fort Worth Business Assistance Center Business Plan Competition, March 2013- Present
- Board Member, National Defense Industrial Association, Lone Star Chapter, January 2016- Present
- Board Member, Professional Advisory Committee, Texas Academy of Biological Sciences, January 2014- June 2016.
- Chapter Chair, Billings Montana (July 2004- July 2011) and Montana Ambassador of the Year, 2012.

ECONOMIC DEVELOPMENT

At Solomon Bruce Consulting LLC, I develop tools to aid in the business due diligence process for investors and economic development authorities. I develop tools which graphically portray benefits and risks of business operations. These tools allow decision makers to possess a graphic depiction of various business challenges. I developed an approach and methodology for cities to employ when seeking greater civilian aviation growth and development. The approach I developed provided for increased aerospace business and enhanced job growth in the local rural community. I write business plans for businesses which encompass operations, marketing and financial elements within the business plan.

I served as the Vice Chair of the Board of the Montana Business Incubator. This incubator maintained a professional staff supporting various technology businesses in Eastern Montana. The incubator had over 14 technology clients working in areas as diverse as medical devices, agricultural grain harvesting, architecture/construction and child care products. The incubator included all phases of business operation from start up, seed funding, initial

operation, growth, maturity and retirement. The incubator licensed intellectual property developed by clients and maintained a small equity position in developed products. We had 1 business receive a patent for grass seed harvesting and one business which developed medical devices. The result—increased jobs and economic development in a rural, agrarian state.

I have extensive experience with the Small Business Administration, Senior Corps of Retired Executives (SCORE) and the Small Business Development Center (SBDC) to aid and assist small business formation, development and operation.

My published work includes over 180 articles in national publications, business publications, newspaper columns, trade publications and web blogs related to business, business operations and effective profitable business management. The result was increased business profitability and enhanced growth of business entities. For 7 years, I wrote a monthly column on business strategy in the *Billings Business Journal*. I have also published articles in the *Fort Worth Business Press*. (Articles can be found at Solomonbruce.com/archives)

I served as a Team Chair of the Business Expansion and Retention (BEAR) team in Yellowstone County, Montana. This collaborative, multi-disciplined team sponsored by the Big Sky Economic Development Authority visited various businesses and provided *pro bono* professional consultation to enhance and enrich the viability of each business. The results of the BEAR program showed that companies which availed themselves of the BEAR process increased business growth, expansion opportunities and enhanced profitability.

I have extensive experience in all forms of economic development at the international, national, state and local levels. As a Department of Defense (DoD) Joint Program Manager for Electronic Commerce, I spoke to over 150 congressionally sponsored and industry participated national and local seminars, forums, conferences addressing the benefits of electronic commerce to small and medium sized business. The results were more businesses won and achieved government contracts through electronic media and receiving government payments in an expeditious manner and fashion using electronic commerce modalities.

BUSINESS OPERATIONS

I work with a wide variety of businesses to improve operational efficiency, profitability and overall effectiveness. I have designed new processes and procedures for business owners which, when implemented, allowed for improved operations and effectiveness. Many business owners need an unbiased “outside” source in which to turn to address and focus questions and matters which they recognize and identify to their business operations. I provide that insight in a rational, logical and cogent manner which increases profitability and enhanced job growth.

I served as both a F-16 fighter squadron maintenance commander and a logistics group commander at a major Air Force Installation. I have extensive, in-depth experience in aircraft maintenance, production scheduling, maintenance/repair/overhaul of aircraft and transportation, supply, procurement and supply chain management responsibilities for large commercial and industrial enterprises.

I led major governmental installation outsourcing studies when governmental leaders determined that private industry performed jobs previously deemed “inherently governmental”. I led all logistics and support operations at both Johnston Atoll, in the Pacific Ocean, and the Nevada Test Site and White Sands Missile Range. These operations included, but were not limited to, facility maintenance, road and ground maintenance, vehicles, special purpose

vehicles to include trucks, cranes, bull dozers, earth moving equipment, aerospace ground equipment, aircraft maintenance facilities, water treatment plants and sewage disposal sites. Plutonium remediation was a major issue I worked at Johnson Atoll.

I led over 1,000 military and contract staff at Thule AB, Greenland operating a phased array distant warning radar system. I had the full complement of duties for successful installation operation. This included a deep sea port operations and maintenance, a 10,000 X 250-foot runway, hangers, roads, grounds, power production, communications and information technology infrastructure, snow removal, waste disposal and all facility maintenance and management. Vehicles included automobiles, trucks, snow removal equipment, aircraft de-icing equipment, specialized construction machines to include road graders, dozers, earth moving equipment, rollers, cranes and airport material handling equipment.

ACADEMIC ENGAGEMENT

I led the College of Business at Montana State University-Billings to being one of the foremost Colleges of Business in the Upper Rocky Mountains. During my tenure as Dean, students and faculty earned local, regional, state, national and international awards, honors and recognition in business simulations and case study analysis and development. I led a Center for Advanced Economic Research (CAER) which analyzed, developed and promulgated plans, studies and analysis of various local, state, regional, national and international business trends which impact business and economic growth in the Upper Rocky Mountains and Eastern Montana. The results were used by many business and governmental entities to forecast and make investments in new and enhanced business growth for greater sustainability for greater economic growth.

I hold graduate academic appointments in the Colleges of Business at the both the University of North Texas (UNT) and the University of Texas at Arlington (UTA). I teach a graduate level (MBA/PhD) level class in strategic logistics at UNT as well as having taught an undergraduate level course in operations management.

In each of the graduate UNT classes, I developed a multi-disciplinary course with the Institute of Petroleum Accounting at UNT. The class collaborates with local business to provide realistic, viable projects which companies are having difficulty solving. Corporate and business stakeholders always have been highly complimentary of the work, analysis and final work product that the student group has designed, developed and produced. I collaborate with business to provide students with realistic, actual projects which they will encounter when entering the job force. This allows the students to be “workforce ready.”

I also teach an MBA level class at UTA in capstone business strategy, one of the last classes an MBA candidate takes before final matriculation and graduation.

LEGAL EXPERT WITNESS SUPPORT

I have been retained on several legal matters scheduled for litigation. All the matters I have been retained on related to logistics and warehousing operations. I have testified in court and through deposition. I am retained by national law firms where they require an unbiased, fact-based analysis of the material germane and relevant to the instant legal matter. The clients that have retained me have been very pleased at the detail and thoroughness of the reports which I have provided.

