

Nicholas J. Armstrong

Senior Director, Research and Evaluation
Institute for Veterans and Military Families (IVMF)
IVMF at Barclay, 150 Crouse Dr., Syracuse University, Syracuse, NY 13244
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EDUCATION

- 2014 Ph.D., Social Science Program, Maxwell School of Syracuse University
• *Interdisciplinary doctorate in public administration, organizational, and political science*
• *Fields: public and nonprofit management, security studies*
- 2008 M.P.A., Public Administration, Maxwell School of Syracuse University
- 2000 B.S., Engineering Management, U.S. Military Academy at West Point

Additional Preparation

- 2012 Summer Workshop on the Analysis of Military Operations & Strategy (SWAMOS)
Columbia University, Saltzman Institute of War and Peace
- 2011 Institute for Qualitative and Multi-Method Research (IQMR)
Center for Qualitative and Multi-method Inquiry, Maxwell School of Syracuse University
- 2011 C.A.S. in Post-Conflict Reconstruction, Maxwell School of Syracuse University
- 2008 C.A.S. in Security Studies, Maxwell School of Syracuse University

RESEARCH INTERESTS

Management and organizational strategy

Public and nonprofit management, public-private partnerships, policy implementation, performance management design, collective impact implementation, measurement and evaluation

Security studies

U.S. national security and veterans policy, civil-military relations, security assistance, foreign security sector advising, defense contracting

EXPERIENCE

- 2014–Pres. Senior Director of Research and Evaluation, Institute for Veterans and Military Families (IVMF), Syracuse University, Syracuse NY
- 2015–Pres. Adjunct Professor, Department of Public Administration and International Affairs, Maxwell School of Syracuse University, Syracuse NY
- 2014–Pres. Research and Practice Associate, Institute for National Security and Counterterrorism, Syracuse University, Syracuse NY

2010–2012 Fellow (non-resident), Peacekeeping and Stability Operations Institute (PKSOI), U.S. Army War College, Carlisle Barracks, PA

2008–2014 Research Fellow / Project Manager, Institute for National Security and Counterterrorism, Syracuse University, Syracuse NY

Professional Experience (non-academic)

2000–2008 Commissioned Officer, U.S. Army

- Served for eight years as an Airborne Ranger qualified field artillery officer with nearly three years deployed to Iraq, Afghanistan, and Bosnia
- Held multiple unit leadership and operations staff positions in front-line combat organizations ranging from eight to 850 personnel
- Special assignments include Speechwriter to the Commanding General, 10th Mountain Division and Fort Drum, NY (18,000+ soldiers and DoD employees) and, prior, Aide-de-Camp (special assistant) to the Deputy Commanding General

RESEARCH AND PROGRAMMATIC ACTIVITIES

Principal Investigator, Blue Star Families, “2017 Annual Military Family Lifestyle Survey,” \$39,376, 2017.

Principal Investigator, Helmsley Charitable Trust (sub-award through the Council on Adult and Experiential Learning), “Enhancing Military Veterans’ Access to STEM Education and Careers,” \$25,000, 2016-2017.

Principal Investigator, Prudential, “The Force Behind the Force: Making the Military Work for Spouses,” \$141,399, 2016.

Principal Investigator, Blue Star Families, “2016 Annual Military Family Lifestyle Survey,” \$20,000, 2016.

Senior Investigator and Director, JPMorgan Chase, Collaborative Innovation Fund, \$1,671,397, J. Michael Haynie (PI), 2015-2020. Lead research based innovation initiatives supporting the JPMC Military and Veterans Affairs program.

Senior Investigator and Director, United Services Automobile Association (USAA), “2 Star Partnership to the Institute for Veterans and Military Families,” \$1,000,000, J. Michael Haynie (PI), 2013-2017. Lead veteran employment and workforce development research initiatives in collaboration with USAA.

Principal Investigator, United Services Organization (USO), “A Formal Review of USO Program Evaluation Efforts,” \$26,045, 2015-2016.

Principal Investigator, National Retail Federation Foundation, “A Sound Business Decision: Case Studies in Recruiting and Retaining Military Veterans in Retail,” \$45,386, 2015-2016.

Senior Investigator, Walmart Foundation, “Driving Collective Impact in Veterans Services: Lessons Learned Dissemination Tour” \$255,000, James McDonough (PI), 2015-2016.

Principal Investigator, U.S. Department of Agriculture (subaward through Cornell University), “Strategic Investments to Ensure Long-Term Success of Veteran-Owned and Advanced Beginning Farms,” \$30,000, 2015-2017.

Principal Investigator, Deloitte, LLC, “Deloitte Partnership and Data Visualization Development.” \$200,000, 2014-2015. Grant to develop new veteran data visualization initiatives.

Principal Investigator, Blue Star Families, “2015 Annual Military Family Lifestyle Survey,” \$20,000, 2015.

Principal Investigator, Robert R. McCormick Foundation, “Exploring Veteran and Military Family Member Pathways into Philanthropy,” \$25,000, 2015.

Senior Investigator and Project Director, George W. Bush Institute, “Serving Our Post-9/11 Veterans: Leading Practices among Non-Profit Organizations” \$225,000, James McDonough (PI), 2014-2015.

Senior Investigator, JPMorgan Chase, “Higher Education Grantee Technical Assistance and Evaluation Program,” \$75,000, James McDonough (PI), 2014-2015.

Senior Investigator, Blue Star Families, “2014 Annual Military Family Lifestyle Survey,” \$20,000, J. Michael Haynie (PI), 2014.

Project Manager, Google, “From Service to Student: Supporting Student Veteran Success in Higher Education,” \$406,000, J. Michael Haynie (PI), 2014-2015.

Co-Principal Investigator, US Naval Postgraduate School, “Contracting in Complex Operations: Developing a Contracting Framework for Security Sector Reform” \$119,995, David Van Slyke (PI), 2013-2014.

Smith Richardson Foundation, World Politics and Statecraft Fellowship, \$7,500, 2013-2014.

Maxwell School, Roscoe-Martin Dissertation Award, \$1,000, 2013.

Maxwell School, Summer Project Assistance Award, \$1,000, 2012.

Moynihan Institute (Maxwell), Bharati Memorial Award for Doctoral Research, \$500, 2012.

Co-Principal Investigator, U.S. Department of State, Embassy Kabul, International Visitor Leadership Program Grant, \$12,634, 2011.

Consultant Researcher, National Science Foundation, Engineering Division, “From Battlefield to Classroom,” \$231,138, Laura Steinberg (PI), 2009-2010.

RESEARCH IN PROGRESS

Armstrong, N.J., Hidek, M., Huitink, Z., Linsner, R., Maury, R.V., N. Birnbaum. “Implementation Review of Presidential Executive Order 13518—The Veterans Employment Initiative.” Independent study on behalf of the U.S. Office of Personnel Management.

Angel, C. and N.J. Armstrong. “Establishing the Psychometric Properties of the Enriched Life Scale.”

Dotger, B., Euto, L.R., and N.J. Armstrong. "Simulation Development to Support Transitioning Veterans in Higher Education." Pilot study.

Armstrong, N.J., G. Cantor, and B. Chapman." Book chapter: "Community Collaboration, Coordination, and Innovation in Serving Veterans and Military Connected Populations."

Armstrong, N.J., Bolden, N., and R.V. Maury. "Leading Practices of the Veteran Jobs Mission."

Bradbard, D.A., Armstrong, N.J., and R.V. Maury, "Leading Practices in Veteran Retention: Case Studies across the Retail Industry." Research for National Retail Federation Foundation.

Armstrong, N.J., Van Slyke, R.D., Isbester, M., and B. Chapman. "Mapping Collaboration in Veterans Services." Working Paper.

Armstrong, N.J., and D.M. Van Slyke. "Contracting in Complex Operations: Developing a Contracting Framework for Security Sector Reconstruction and Reform."

PUBLICATIONS

Refereed Articles

Armstrong, N.J. (2013). "With an Eye Open and a Round Chambered: Explaining the Afghan 'Insider Threat' and its Implications for Sustained Partnership." *Journal of Intervention and Statebuilding*, 7(3): 223-240.

Zoli, C.B. and N.J. Armstrong. (2012). "Post 9-11 Stability Operations: How U.S. Army Doctrine is Shaping National Security Strategy." *PRISM*, 2(1).

Longstaff, P.H., N.J. Armstrong, K. Perrin, W. Parker, and M. Hidek. (2010). "Building Resilient Communities: A Preliminary Framework for Assessment." *Homeland Security Affairs*, 6(3).

Professional Reports and Articles

Bradbard, D.A., Maury, R., and N.J. Armstrong. (2016). Pathways to Opportunity: Financial Flexibility and Workforce Readiness. (Workforce Readiness Briefs, Paper No. 4). Institute for Veterans and Military Families, Syracuse, NY.

Bradbard, D.A., Maury, R., and N.J. Armstrong. (2016). The Force Behind the Force: Case Profiles of Successful Military Spouses Balancing Employment, Service, and Family (Employing Military Spouses, Paper No. 2). Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Boldon, N.Y., Maury, R.V., Armstrong, N.J. and R.D. Van Slyke. (2016). The State of Veteran Entrepreneurship Research: What We Know and Next Steps (Veteran Entrepreneurship Research, Paper No. 1). Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Maury, R., Stone, B., Bradbard, D.A., Armstrong, N.J., and J.M. Haynie. (2016). Workforce Readiness Alignment: The Relationship between Job Preferences, Retention, and Earnings (Workforce Readiness Briefs, Paper No. 3). Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Bradbard, D.A., Maury, R., and N.J. Armstrong. (2016). *The Force Behind the Force: A Business Case for Leveraging Military Spouse Talent (Employing Military Spouses, Paper No. 1)*. Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Angel, C. and N.J. Armstrong. (2016). "Enriching Veterans' Lives Through an Evidence Based Approach: A Case Illustration of Team Red, White & Blue." (Measurement and Evaluation Series, Paper No. 1). Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Bradbard, D.A., N.J. Armstrong, and R. Maury (2016). "Work After Service: Developing Workforce Readiness and Veteran Talent for the Future." (Workforce Readiness Briefs, Paper No. 1). Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Armstrong, N.J., J. McDonough, and D. Savage. (2015). "Driving Community Impact: The Case for Local, Evidence-Based Coordination in Veteran and Military Family Services and the AmericaServes Initiative." Syracuse, NY: Institute for Veterans and Military Families, Syracuse University.

Savage, D. and N.J. Armstrong. [principal authors] (2015), "Serving Our Post-9/11 Veterans: Leading Practices among Non-Profit Organizations," Dallas, TX: George W. Bush Institute.

Armstrong, N. J. and J. M. Haynie [principal authors]. (2013). "A National Veterans Strategy: The Economic, Social and Security Imperative." Syracuse, NY: Institute for Veterans and Military Families and Institute for National Security and Counterterrorism, Syracuse University.

Armstrong, N. J., J. Chura-Beaver, and I. Kfir. (2012). "Security Sector Reform in Timor-Leste: Missed Opportunities and Hard Lessons in Empowering the Host Nation." PKSOI Paper. Carlisle, PA: Strategic Studies Institute, U.S. Army War College.

Armstrong, N. J. and J. Chura-Beaver. (2010). "Harnessing Post-Conflict Transitions: A Conceptual Primer." PKSOI Paper. Carlisle, PA: Strategic Studies Institute, U.S. Army War College.

[Contributor]. von Hippel, K., J. Fleischner, and F. Barton. (2009). "Homebound Security: Migrant Support for Improved Public Safety in Conflict-prone Settings." Washington, DC: Center for Strategic and International Studies.

Armstrong, N. J., D. Bland, E. Cox, E. Oddo, D. Wears, and P. C. Zai. (2008). "Securing America's Passenger Rails: Analyzing Current Trends and Future Solutions." Syracuse, NY: Institute for National Security and Counterterrorism, Syracuse University.

Armstrong, N. J. (2006). "1-87 Infantry's Split-Focus Fires and Effects Cell: Rural and Urban Iraq." *Field Artillery Journal* [now *Fires Bulletin*], (Sep-Oct): 3-7.

Published Commentary

Collective Impact Forum

Defense One

Military Times

New York Times-At War

Huffington Post

Small Wars Journal

Centre for Security Governance

PUBLIC SPEAKING

Congressional Engagement

U.S. House Committee on Veterans Affairs. Subcommittee on Economic Opportunity. “Roundtable on the Post-9/11 G.I. Bill and Modern Day Learning Opportunities for Service Members and Veterans.” March 9, 2016

Professional Presentations and Speeches

Presenter. “Veteran Data Visualization Tool Demonstration,” U.S. Department of Veterans Affairs. Washington, DC, March 2017

Discussant. “Promoting Industry Recognition of Military Training and Experience through Third Party Credentialing.” 57th American Legion Washington Conference, Washington Hilton, Washington, DC, February 2017

Panel Moderator. “Women Veterans in STEM: Forging Pathways from Service to Student to Career.” Student Veterans of America National Conference, Anaheim, CA, January 2017

Discussant. “Veteran Outcomes Roundtable.” Center for a New American Security, Washington DC, December 2016

Panelist. “LinkedIn Vets to Business Summit.” LinkedIn, New York, NY, September 2016

Co-Presenter. “The Business Case for Hiring Military Spouses.” U.S. Chamber of Commerce Foundation, Hiring our Heroes Veteran Employment Advisory Council Meeting, General Motors Proving Grounds, Milford, MI, July 2016

Co-Presenter. “Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families,” Goodwill of Dallas, Dallas, TX, June 2016

Working Group Chair, Student Veteran Research Workshop, American Council on Education. Washington, DC, April 2016

Discussant. Veteran Employment Research Roundtable, Center for a New American Security. Roundtable hosted by JPMorgan Chase, New York, NY, March 2016

Co-Presenter. “Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families,” San Francisco Public Library, San Francisco, CA, February 2016

Discussant. Veterans Research Roundtable, Center for a New American Security. Washington, DC, February 2016

Co-Presenter. “Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families,” Chicago Public Library, Chicago, IL, February 2016

Presenter. “Veteran Data Visualization Tool Demonstration,” U.S. Department of Labor. Washington, DC, February 2016

Co-Presenter. “Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families,” Orlando Public Library, Orlando, FL, January 2016

Co-Presenter. "Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families," Colorado Springs Public Library, Colorado Springs, CO, January 2016

Co-Presenter. "Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families," Northeastern University, Boston, MA, January 2016

Panel Moderator. "Leading Practices in Student Veteran Support," Student Veterans of America National Conference, Orlando, FL, January 2016

Panelist. "Transition to Civilian Leadership Roles," Lockheed Martin Corporation, Syracuse, NY, November 2015

Panelist. "Blue Star Families Annual Military Lifestyle Survey Release," Brookings Institution, Washington, DC, October 2015

Co-Presenter. "Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families," Houston Public Library, Houston, TX, October 2015

Co-Presenter. "Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families," Seattle Public Library, Seattle, WA, October 2015

Panelist. "Data Needs and Gap on Veteran Employment," RAND Veteran Employment Research Symposium, Arlington, VA, October 2015

Co-Presenter. "Applying Collective Impact to Addressing National and Local Challenges in Serving Veterans and Military Families," San Antonio Public Library, San Antonio, TX, September 2015

Presenter. "Research on Student Veterans Success on Campus," Council for Opportunity in Education, Annual Conference, Atlanta, GA, September 2015

Discussant. Warrior Family Roundtable, The Chicago School of Professional Psychology, Washington DC, August 2015

Discussant. Roundtable on Addressing the Mental Health Needs of Military Families: Refocusing the Narrative, Blue Star Families and United Health Group, Washington, DC, July 2015

Discussant. Veterans Affairs Open Data Roundtable, Eisenhower Executive Office Building, Washington, DC, May 2015

Discussant. Private Roundtable with Secretary of Veterans Affairs, Got Your 6 Civic Health Index Release, April 2015

Discussant. Strategic Planning Off-site Conference, Dept. of Veterans Affairs Office of Policy and Planning, Arlington, VA, April 2015

Presenter. Senior U.S. Government Salon Presentation, Army-Navy Club, Washington, DC, April 2015

Discussant. Roundtable on Veterans Higher Education Research, American Council on Education and National Association for Student Program Administrators (ACE/NASPA), Washington, DC, April 2015

Keynote Speaker. SALUTE National Honors Society Induction Ceremony, Syracuse University, Syracuse, NY, March 2015

Guest Presenter. "Research on Student Veterans Success on Campus," National Association of Veterans Upward Bound, Annual Conference, Fairfax, VA, March 2015

Panelist. "Research on Student Veterans Success on Campus," Student Veterans of America National Conference, January 2015, San Antonio, TX

Panelist. U.S. Chamber of Commerce, Hiring our Heroes Summit on Caregivers, October 2014, Washington, DC

Participant. Workshop on "Transitions: Issues, Challenges, and Solutions." US Army Peacekeeping and Stability Operations Institute (PKSOI), US Army War College, Carlisle, PA, Nov. 16-18, 2010.

Presenter. "Resilience in Stability, Security, Reconstruction and Transition Operations." Workshop on Resilience in Stabilization and Transition Operations. Peacekeeping and Stability Operations Institute (PKSOI), US Army War College, Aug 26-27, 2009.

Academic Conference Presentations

Panelist. "Contracting for Reform: The Challenges of Procuring Security Training and Advisory Services in Fragile Environments." Presented at AFCEA Acquisitions Research Symposium, US Naval Postgraduate School, Monterey, CA, May 13-15, 2014

Panelist. "Contracting in Complex Operations: Developing a Contracting Framework for Security Sector Reconstruction and Reform." Public Management Research Association Conference, Madison, WI, June 20-22, 2013

Presenter. 2012 Stability Operations Training and Education Workshop. PKSOI, OSD-J7 and George Mason University, Arlington, VA, February 7-9, 2012.

Campus Panels and Lectures

Guest Lecturer. "Collective Impact and the AmericaServes Initiative." Maxwell School Executive Education Seminar, National Forum for Black Public Administrators. Maxwell School of Syracuse University, October 2016

Guest Panelist. "Families and the Home Front." Moderator: VADM(Ret.) Robert Murrett. Maxwell School graduate course: U.S. Defense Strategy, Military Posture & Combat Operations. Maxwell School of Syracuse University, March 2016

Guest Panelist. "Families and the Home Front." Moderator: VADM(Ret.) Robert Murrett. Maxwell School graduate course: U.S. Defense Strategy, Military Posture & Combat Operations. Maxwell School of Syracuse University, March 2015

Guest Lecturer. "Security Sector Reform." Maxwell School graduate course: Comparative Civil-Military Relations, Maxwell School of Syracuse University, April 2014

Guest Panelist. "Families and the Home Front." Moderator: VADM(Ret.) Robert Murrett. Maxwell School graduate course: U.S. Defense Strategy, Military Posture & Combat Operations. Maxwell School of Syracuse University, March 2014

Guest Lecturer. "Security Sector Reform." Maxwell school graduate course: Fundamentals of Postconflict Reconstruction, Maxwell School of Syracuse University, September 2013

Guest Panelist. “Families and the Home Front.” Moderator: VADM(Ret.) Robert Murrett. Maxwell School graduate course: U.S. Defense Strategy, Military Posture & Combat Operations. Maxwell School of Syracuse University, February 2013.

Panel Moderator. “A Crisis of Trust: A Discussion of the Challenges and Prospects for Sustained Security Force Assistance to Afghanistan.” Maxwell School of Syracuse University, April 5, 2012.

Panelist. “Families and the Home Front.” Moderator: VADM(Ret.) Robert Murrett. Maxwell School graduate course: U.S. Defense Strategy, Military Posture & Combat Operations. Maxwell School of Syracuse University, February 29, 2012.

Co-moderator. “Building the Rule of Law from the Bottom-Up: A Video-Teleconference with U.S. Army Brigade Leaders and Afghan Prosecutors.” Maxwell School of Syracuse University, February 15, 2012.

Panelist. “Humanitarian Aid as a Tool for Public Diplomacy,” Association for Public Diplomacy Scholars Symposium, Syracuse University, October 27-28, 2011.

Moderator. Guest Panel: “Building Capacity and Legitimacy in the Afghan Security Forces: Recent Experiences of the 10th Mountain Division in Afghanistan.” Syracuse University, April 12, 2011.

INTERVIEWS AND MEDIA ENGAGEMENT

- 2017 NBC.com; interview on federal hiring freeze impacts on veteran employment, Feb. 16
USAA and Talking with Heroes; video panel on military family financial literacy, Jan. 25
- 2016 WUTR, Utica, NY; story on invisible wounds of war, Sept. 29
Frontlines of Freedom, Armed Forces Radio; interview on veteran employment research
Military Times; interview on veteran nonprofit measurement and evaluation, Feb. 26
- 2015 *Military Times*; interview on IVMF veterans and higher education research, Nov. 13
Washington Post; interview on Veteran Job Mission and veteran hiring, Nov. 10
CNN radio; interview on veteran employment, Nov. 6
CNN.com; background interview on veteran employment situation, Nov. 6
Military Times; interview on IVMF collective impact research, Apr. 1
Oregon Public Radio; interview on Post 9/11 G.I. Bill, Mar. 26
Military Times; video interview on IVMF research, Mar. 12
American Public Media, Marketplace; interview on veteran employment, Mar. 17
Washington Post, Fact Checker; background interview on veteran employment, Feb 27
American Public Media; background interview on veterans and higher education, Feb. 6
National Public Radio; interview on veteran employment, Feb. 2
- 2014 WSYR News; interview on monthly veteran employment report, Dec. 8
WSYR News; interview on IVMF/VetAdvisor veteran retention survey, Oct. 1
WAER-FM 88.3; interview on IVMF/VetAdvisor veteran retention survey, Oct. 1
Time Warner Cable News; interview on Team Red, White, and Blue, Sept. 13

TEACHING, ACADEMIC, AND COMMUNITY SERVICE

Courses Taught (graduate level)

Public Organizations and Management
M.P.A. Capstone Workshop
TA: Fundamentals of Postconflict Reconstruction

Peer Review/Referee

RAND Corporation (ad hoc), 2017
Student Veterans of America (ad hoc), 2016
Oxford University Press (ad hoc), 2016
Transparency International Corruption Index, 2014–2015

Ph.D. Committees

Zachary Huitink, '17 (Maxwell School, Public Administration)

Advisor, Renée Crown Honors Program

Steven Fantigrossi, '15
Daniel Piston, '16
Elizabeth Fantini, '18

Advisor, U.S. Air Force Academy, Summer Research Program

Cadet Michele Isbester, Summer 2016
Cadet Ashley Stanton, Summer 2017

Group Facilitator

International Strategic Crisis Negotiation Exercise (graduate level simulation w/U.S. Army War College),
Maxwell International Relations Program, May 2012

Community Service

2014–Pres. Board of Advisors, Central NY Research Corporation, Syracuse Veterans Affairs Medical
Center, Syracuse, NY
2013–2015 Veteran Outreach Director (volunteer), Team Red, White & Blue, Syracuse, NY Chapter
2012 Executive Planning Committee, Empire State Marathon, Syracuse, NN

MEMBERSHIPS AND AFFILIATIONS

Academic

Public Management Research Association
American Evaluation Association

Other Professional

Association of the U.S. Army
U.S. Army Ranger Association
West Point Association of Graduates

MILITARY AWARDS, DECORATIONS, AND TRAINING

Awards and Decorations

Bronze Star Medal (two awards)
Army Commendation Medal (three awards)
Army Achievement Medal
Iraq Campaign Medal (w/ Campaign Star)
Global War on Terrorism Expeditionary Medal (Afghanistan)
Global War on Terrorism Service Medal
Armed Forces Expeditionary Medal (Bosnia)
Overseas Service Ribbon
NATO Medal
Parachutist Badge
Air Assault Badge
Combat Action Badge
Ranger Tab

Training

U.S. Army Ranger School, 2004
U.S. Army Air Assault School, 2002
U.S. Army Field Artillery Officer Basic Course, 2000
U.S. Army Master Fitness Trainer, 2000
U.S. Army Airborne School, 1999

OTHER ACTIVITIES

IRONMAN Lake Placid (140.6 mi), 2014
JFK 50-mile Ultra-marathon, 2012
5x marathon finisher