

# WILLIAM F. BUNDY, PH.D.



Chair, Warfare Analysis and Research Department (Acting)  
Director, VADM Samuel L. Gravely, Jr. Naval Warfare Research Group  
U.S. Naval War College  
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## *CURRICULUM VITAE*

### **Executive Summary and Associate Provost Qualifications:**

- ❖ *Warfare Analysis and Research Department (Acting) Chair and Professor at the U.S. Naval War College*
- ❖ *Senior commissioned U.S. Navy submarine officer and Joint Service Officer*
- ❖ *Master Education and Training Administrator*
- ❖ *Director, Rhode Island Department of Transportation*
- ❖ *Director and Vice President in the FleetBoston Financial Technology and Operations Division*

*Dr. Bundy has held leadership positions from the Navy deck plate level to senior executive in government. He has been recognized as an **innovator and forward-thinking leader** who successfully lead change and organizational evolution to higher levels of effectiveness and proficiency. Dr. Bundy has been an **educator and senior leader advisor**.*

*Dr. Bundy earned the Doctor of Philosophy Degree in Humanities with a focus in Management in 2005 and holds a U.S. Naval War College Masters of Arts Degree in National Security and Strategic Studies with Distinction that was earned in 1993. He has taught at the graduate and undergraduate levels at the Naval War College, Salve Regina University and at Providence College. He has taught and led diverse groups of students, peer professionals, faculty and staff with accountability for financial, legal and complex policy management.*

*Dr. Bundy has been an active and well-known Naval War College faculty member since 2005 who has represented the college on numerous official occasions in the defense establishment and in public. He holds a Top Secret security clearance that includes access to Sensitive Compartmented Information.*

*Dr. Bundy is currently acting Chair of the Warfare Analysis and Research Department at the U.S. Naval War College in Newport, Rhode Island.*

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DEAN OF THE CENTER FOR NAVAL WARFARE STUDIES**

**EDUCATION**

*Salve Regina University, Newport, RI*

**Doctor of Philosophy in Humanities - Management**                      **May 2005**

Dissertation: ***Visionary Technology Leadership from Admiral Hyman G. Rickover to Masters of the Information Age*** (Accepted: April 2005).

- **Doctoral Research** – An examination of leadership and governance in technology-driven organizations. This emerging discipline forms a framework for visionary and accountable leadership that is required to advance technology-based innovation.

**Honors: Sigma Beta Delta Honor Society in Business, Management and Administration**

*U.S. Naval War College, Newport, Rhode Island*

**Master of Arts in National Security and Strategic Studies with Distinction**                      **June 1993**

- Completed the College of Naval Warfare curriculum – **A senior service college post-graduate resident course of study.**
- Advanced Research Project – ***Defense Conversion in the Post-Cold War Era***
  - An examination of defense technology conversion to commercial use and dual-use technology. Post-Cold War sharing of formerly restricted technologies with the private sector. **Advisor: Dr. Diane Disney**
- Operations Paper: ***Combined Operational Arms and Technology***
  - A graduate research paper that examined the possible deployment of ballistic missiles or cruise missiles in German submarines during World-War II. Based on the successful launch of a solid-fuel missile (Do-missile) from a German submarine in 1942. An innovation that was ahead of its time and came to full deployment in 1955 with the U.S. Navy SSM-N-8 Regulus Missile.

*University of Hawai'i, Honolulu, Hawai'i (Manoa)*

**Bachelor of Arts in Liberal Studies – Technical Journalism with Distinction**                      **December 1973**

- Areas of Concentration: **Political Science**, Computer Science and Journalism. Language and Cultural Perspectives: **Russian**

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**Teaching Experience**

**Providence College School of Continuing Education**

***2002-Present***

- **Adjunct Professor in the School of Continuing Education** first as a Leadership Theory lecturer at remote campus locations, then on campus and as an online and classroom lecturer in the Leadership Program.
  - **Leadership Technology and Global Issues**
  - **Capstone on Leadership – Leading Change**

**Salve Regina University 2006-2011**

- **Adjunct Professor in the Graduate School Business** teaching the **International Relations, Business and Justice Ethics Course** to diverse graduate seminars on campus.

**U.S. Naval War College, Newport, RI**

***2003-Present***

**Department Chair and Research Group Director**

- **War Game Department – Game Director and Support Staff** – Initially assigned to WGD as a contractor supporting war games and initial research on precision strike warfare. Assumed responsibilities as a principle investigator on a Submarine Force SSGN project and then as a Game Director for several associated events. Hired as a U.S. Naval War College Associate Professor in January 2005.
- **Director, Vice Admiral Samuel L. Gravely, Jr. Naval Warfare Research Group – formerly “Halsey Charlie” (2005 – Present)** - Created and refined a concept development process that translates strategic intent, vision and nascent theories into operational employment concepts, functional capability requirements and informed acquisition decisions. **This mature process leverages academic, scientific, technical and warfighter contributions to assess benefits and risks associated with new mission areas, disruptive technologies and emerging threats. Defense planning and future scenarios are used as the basis for development and assessment activities. Process activities include**

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**workshops, analysis and war games** that are used to socialize concepts and gain perspectives on details and value. ***This practice “put the Center for Naval Warfare Studies on the map” as a well-informed, but unbiased agent for concept development.***

- **Educated the initial cadre of Ballistic Missile Defense leaders** who at one point occupied all of the forward fleet Integrated Air and Missile Defense Planning Officer assignments (C5F, C6F and C7F) – now several of those officers are in command of Aegis ships or are in senior policy and program positions in the Navy or Department of Defense
- **Advanced Information Dominance concepts** through Information Dominance Corps Officers who studied in Gravely Group – many of those officers went on to advance their research within cyber commands and at sea
- Lead collaboration with the Naval Undersea Warfare Center and the Submarine Forces Commander on **development of undersea systems and concepts that extended the reach and functions of undersea warfare unmanned undersea vehicles, undersea weapons and sensor**
- Educated U.S. Army and Air Force officers in Ballistic Missile Defense and later Integrated Air and Missile Defense. Those officers have continued to serve as air defense officers in both joint and service component commands
- **A succession of Army officer Gravely graduates have served as chiefs of staff and now as commanding general of an Army Air and Missile Defense Command**
- **Mentored over 180 graduate research students who produced 160 Advanced Research Projects** that have in notable cases been introduced into the fleet or stimulated further research and technical/program development
- **Negotiated seven (7) Cooperative Research and Development Agreements (CRADAs) with major National Defense Industry Association corporations** to deliver shared research on warfare weapons and

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capabilities

- **Provided advice to fleet and force commanders while delivering research events at distant headquarters including the IAMD War Game Series**
- **Acting Chair, Warfare Analysis and Research Department (October 2014 – Present) – lead initial cross-discipline collaboration between the WAR Department and the War Gaming Department to address Chief of Naval Operations redirection of the Global War Game Series.** This initial effort included advising a program director on redirecting efforts of a fairly independent research group to more open collaboration with another department. Also as a routine matter, lead development of the department budget, prioritization of Decision Support Center revitalization, and negotiations with John Hopkins University – Applied Physics Laboratory to provide external technical research.

**Corporate Experience**

**2000-2003**

**FleetBoston Financial, Boston, MA**

**Director, Technology and Operations Planning,  
Programs and Support Staff**

- **Developed and led technology strategic planning, business-based technology employment programs, consulting contracts and project management support. FleetBoston Financial Technology budgets exceeded \$750 Million.**
- **Established a Project Management education and certification program that grew from 10 course graduates to numerous certified Project Management Professionals** before the corporation adopted widespread Project Management education and certification.
- **Devised and led the Operations and Technology Division Plan to implement Internet banking** and adopt a “public-works” technology backbone for Internet operations.
- **Managed IBM, Gartner Group, META Group and other innovation and technology development resources.**
- **Led development of the 2001 (\$750 Million) and 2002**

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**(\$900 Million) technology program including new technology innovation, project management and resource allocation.**

- Led the Technology and Operations division Procurement Collaborative. Organized supporting companies and corporations into a collaborative effort to reduce operating expenses, meet on time delivery and integrate suppliers into the Fleet Boston vision. This effort also included development of a Diversity Supplier Program.
- Led the FleetBoston partnership with the Black Data Processors Association. A diversity outreach effort designed to improve minority recruiting, promotion and retention in the division (\$100,000 project)
- Chaired the Technology and Operations Diversity Team – conducted a division-wide diversity development program that reached associates throughout the Northeast United States.

**State Government Experience**

**State of Rhode Island**

**1994-1996**

**Director, Rhode Island Department of  
Transportation**

**Appointed as the Chief Executive of the Rhode Island State  
Department of Transportation. Governor's Cabinet Member.  
Budget Authority in excess of \$258 Million.**

- Lead a diverse technical discipline organization of 900 state appointed and labor union employees.
- **Engaged in Federal, State and local government policy and political matters.**
- Established a computer networked-based organization from a pen and ink accounting and administration.
- **Established a state-wide transportation Strategic Planning and Program Management Office that devised long and annual planning and programming of state and federal projects**

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- **Obtained Federal funding (Congressional Approval) for the THIRD RAIL Freight Transportation Initiative that advanced development of Quonset Point Industrial Park**
- **Obtained Federal funding and initialed Intelligent Transportation Systems Programs in Rhode Island**

**Dr. Bundy has served as President of the Northeast Association of Transportation Officials.**

**MILITARY SERVICE**

**U.S. Navy 1964-1994**

***Retired Senior Commissioned Officer (Commander O-5) - Submarine Commanding Officer, Submarine Squadron Chief Staff Officer, Officers Candidate School Director, Joint Staff Officer and Group Plans Officer. Military-Political Plans Officer (Nuclear) and Strategic Weapons Systems and Navigation Systems Officer.***

- Qualified in Submarines. Advanced from enlisted ranks as a Chief Sonar Technicians (Submarines) to Senior Commissioned Officer while completing numerous technical schools, education and training programs.
- **Certified as a Master Education and Training Administrator** based on service as the Director, U.S. Naval Officer Candidate School, Newport, Rhode Island. With additional responsibilities for relocating the Broadened Opportunity for Officer Selection and Training Program to Newport with much earlier involvement in creating the program as a junior officer advising the Assistant Secretary of the Naval for Manpower and Reserve Affairs.
- **Assignments included Combatant Commander and Navy program representative duties in Washington DC.** Served in Joint and Navy staffs, attack, nuclear attack, and nuclear ballistic missile submarines. Led organizations of 5 individuals to over 2,500 members.
- Earned eleven personal decorations and awards as well as campaign and service commendations and medals for service in Atlantic Fleet, Pacific Fleet and overseas assignments at sea and ashore.

***Centennial Seven: Third African-American Navy officer to command a U.S. Navy Submarine, First to rise from the enlisted ranks to earn a commission and assume command of a boat.***

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**GRADUATE ACADEMIC RESEARCH PAPERS**

**Ph.D. Dissertation:** Visionary Technology Leadership from Admiral Hyman G. Rickover to Masters of the Information Age (Accepted: April 2005 at Salve Regina University)

- **Abstract** - Dissertation research and observations are offered on visionary leadership within the context of Humanities and Management. The fundamental question of the Salve Regina University doctoral program is: *What does it mean to be human in an age of advanced technology?* The more specific question that is answered in this dissertation is: *What does it mean to be human in an age of advanced technology while serving in positions of decision-making leadership?* Being a person responsible for introducing, sustaining, and delivering technology and its governance has special meaning. This dissertation is grounded in a context which is a fairly unique to the study of technology and its impact on humans. *This study leverages lessons learned from development of the Navy Nuclear Power Program and introduction of the Fleet Ballistic Missile Program that revolutionized naval warfare. The study concludes with discussions on how Navy and commercial program governance has merged in the Information Age. A model for leading technology innovation emerges from this study that has utility in any complex technology-driven organization.* ISBN: 0-542-05882-0: October 2005

Technology Leadership and Governance – A Paradigm Shift toward Social Accountability. April 2002. Salve Regina University - This paper refines the discussion on why business executives must move beyond business management to leadership and accountability in making decisions on employing technology in society. The proposed solution recommends a convergence of technology governance, business strategy and social accountability.

Technology Governance – Business Solutions, Accountability and Social Impact. March 2002. Salve Regina University - This paper presents results of a study of technology governance and more specifically Information Technology (IT) governance as it applies to complex organizations.

Leadership in Technology Organizations – Work, the New Economy and Leadership Development. November 2001. Salve Regina University - This



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study begins with a survey of humanities perspectives on technology and moves on to a discussion of work and leadership in the new economy.

Emerging and Disruptive Technologies – Leadership Perspectives on Electronic Alternatives in the Financial Services Industry. September 2001. Salve Regina University - This study examines the Financial Service Industry and how it has responded to the introduction of imaging technologies, electronic payments and the transition from paper to *electronic* of transactions.

### **PROGRAM INNOVATOR AND PROGRAM FACILITATOR**

**Naval War College Advanced Research Project Director/Mentor** – responsible for directing operational level of warfare research and mentoring students in various independent research projects.

**Naval War College Workshop, War Game and Seminar Facilitator** – Produced and facilitated Joint and Navy workshops and events where communities of interest have engaged in solving complex strategic and operational issues including actual and future national defense plans and operations.

- **Lead development of the OHIO-Class SSGN submarine operational capability and payload configuration including over 700 person hours of interviews, workshops and analysis**
- **Lead development of the Navy and Joint Ballistic Missile Defense Concept of Operations including 3000 person hours of seminars, multiple workshops and the IAMD war games series (IAMD I in 2007 to IAMD V in 2014) spanning 7 years of development**
- **Advised Commander THIRD Fleet, Command FIFTH Fleet, Commander SIXTH Fleet, Commander U.S. Pacific Fleet, Commander U.S. Pacific Air Forces, Commander Fleet Forces Command and the Chief of Naval Operations on Ballistic Missile Defense and Integrated Air and Missile Defense**

**BDPA IT Institute Creator** – Created the BDPA Information Technology Institute in cooperation with the Distance Learning Department of Auburn University. The BDPA IT Institute offered technology leadership courses and program management certification courses to BDPA association members.

- Created the Distance Learning Masters, Professional and Associates Leadership Courses

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- Formulated leadership certification programs
- Supported expansion of the BDPA IT Institute to include a Distance Learning Project Management Professional Certification Preparation Course.

**2012 Navy Newport STEM Program** – Conceived and directed a pilot Navy Science, Technology, Engineering and Mathematics (STEM) Camp for High School Juniors and Seniors – Follow-on camp will be held Summer 2015

**FleetBoston Financial Spokesperson** – responsible for delivering division communications events including presentations to corporate and corporate partner groups. Audiences included 10 to 1500 business executives and professionals. Organized, led and served as a featured speaker at the annual FleetBoston Partners in Progress Symposium.

### **Cooperative Research and Development Agreements**

Serves as the NWC Principle Investigator on 5 ongoing CRADAs with Boeing, Lockheed Martin Corporation, Raytheon and Northrop Grumman Corporation

### **CAREER AWARDS**

- ***Black Engineer of the Year Award for Achievement in Government, 1993*** – Career achievement award for Navy service as a submarine commanding officer having risen from the enlisted ranks to earn a commission and then serve as a submarine skipper. *A member of the Centennial Seven Submarine Skippers.*
- **Dalton L. Baugh, U.S. Navy League Inspirational Leadership Award, 1994** – Naval service career recognition award received upon retirement from active duty in the Navy. *Dalton Baugh was a member of the Golden Thirteen.*
- **U.S. Navy Civilian Superior Service Award, 2010** – The Navy Superior Civilian Service Award is the highest honorary award the Chief of Naval Operations or the Commandant of the Marine Corps may bestow on a civilian employee in the Department of the Navy and the highest award granted at the major claimant level. Awarded for recognition of leadership and professional performance in development of the Navy's Ballistic Missile Defense Program.

### **MEMBERSHIPS**

Life-member, U.S. Naval War College Foundation (Alumni)

Life-member, U.S. Naval Institute

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Member, Naval Order of the United States

Member, U.S. Submarine League

Life-member, National Naval Officers Association

Former-Commander, Rhode Island Military Order of Foreign Wars

Leadership Rhode Island Class of 2002

**Former Regent, LaSalle Academy Board of Regents**

**Sigma Beta Delta Honor Society**

*Dr. Bundy served as the 2008 Fourth of July Patriotic Speaker for the 223<sup>rd</sup> Town of Bristol, Rhode Island celebration*

**References:**

**Admiral Cecil Haney, USN** - Commander U.S. Strategic Command

**Vice Admiral (RET) Melvin Williams, Jr.**, Provost for Veterans Affairs,  
Georgetown University

**Mr. Keith Stokes**, President of Economic Development & Planning, The  
Mayflower Group

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## Naval War College Profile

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**William F. Bundy, Ph.D.**

**Professor**

*CHAIR, Warfare Analysis and Research Department (Acting)*

*DIRECTOR, VADM Samuel L. Gravely, Jr. Naval Warfare Research Group*

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**Dr. Bundy** directs the core Naval War College warfare research department, teaches graduate warrior-scholars and conducts research on emerging warfare concepts. Dr. Bundy earned his Doctor of Philosophy Degree at Salve Regina University, a Master of Arts Degree with Distinction at the U.S. Naval War College, and undergraduate degrees at the University of Hawaii and Leeward Community College. He is a graduate of the Baltimore City College.

Dr. Bundy served in the Navy as a career submarine officer. He served as the third African-American naval officer to command a submarine with the distinction of being the first to advance from the enlisted ranks to earn a commission and become a submarine skipper. He is one of the Centennial Seven African-American submarine skippers who served during the first 100 years of the Submarine Service. Dr. Bundy served in seven submarines including attack, nuclear attack and nuclear fleet ballistic missile submarines. Dr. Bundy earned the Defense Meritorious Service Medal, the Navy Meritorious Service Medal with Gold Star, the Navy Commendation Medal with Silver Star indicating six awards, and 12 other personal awards, campaign medals, unit commendations and service awards. He participated in Submarine Strategic Deterrent Patrols in fleet ballistic missile submarines and participated in Navy Expeditionary service in Atlantic and Pacific Fleet attack submarines during his 30 year career. He also served as the Director of Naval Officer Candidate School, on the staff of Commander Submarine Group FIVE and Squadron THREE, and in the Nuclear Operations Division – CTF 144 Staff of the Commander, U.S. Atlantic Command.

Dr. Bundy has directed over 35 Navy and Joint concept development workshops and war games, was a significant contributor to the Maritime Ballistic Missile Defense Concept of Operations, and has written or edited numerous Compass Check white papers on integrated air and missile defense, undersea warfare, information operations, cyber warfare, missile warfare and directed energy. He designed and facilitated the Joint Integrated Air and Missile Defense War Game Series and the SSGN Capabilities Study. During his tenure as mentor for the GRAVELY Naval Warfare Research Group, formerly the Halsey CHARLIE Research Group, more than 180 warrior-scholars have completed the program and form the GRAVELY network.

Dr. Bundy is an adjunct professor and lecturer on Leadership at Providence College.

Dr. Bundy earned the Navy Superior Civilian Service Award in August 2010 and was recognized as the 1993 Black Engineer of the Year for Achievement in Government. He also received the 1994 U.S. Navy League Dalton L. Baugh Award for Inspirational Leadership and the 2014 Federal Employee Rhode Island Humanitarian Award.