



## WILLIAM F. BUNDY, PH.D.

U.S. NAVAL WAR COLLEGE  
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### CURRICULUM VITAE

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**Executive Summary:** Dr. Bundy has had a far-reaching and successful career:

- ❖ *Associate Provost, Warfighting Research and Development, U.S. Naval War College*
- ❖ *Chair, Warfare Analysis and Research Department (Acting) and Director, VADM Samuel L. Gravely, Jr. Naval Warfare Research Group at the U.S. Naval War College.*
- ❖ *Senior commissioned submarine officer in the U.S. Navy*
- ❖ *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 supervisor level to chief executive. 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 has served as President of the Northeast Association of Transportation Officials and on local and national boards. Dr. Bundy has been responsible for driving innovation across the U.S. Navy and the Joint Force from developing warfighting concepts to educating future leaders. His current position as Associate Provost is within the Office of the Provost where he leads concept creation, development and integration of emerging technology across the Naval War College and the U.S. Navy.

### 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

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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**

### **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,

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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 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

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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 Gravelly 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**
- **Lead concept development for Distributed Lethality, Sea Bed Warfare, Distributed Maritime Operations, Alternative Undersea Warfare Futures, The Future Surface Combatant and**
- 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 Gravelly graduates have served as chiefs of staff and now as commanding general of an Army Air and Missile Defense Command**
- **Mentored over 420 graduate research students who produced 280 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 capabilities
- **Provided advice to fleet and force commanders while delivering research events at distant headquarters including the IAMD War Game Series and Undersea Warfare Futures Seminars**

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- **Created the Starship POSDEIDON STEM Camp for high school students to motivate students toward Science, Technology, Engineering and Mathematics college programs and careers. This Navy Newport STEM camp, which was established in 2012, has exposed 460 students to STEM education and career possibilities**
- **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.
- **Led development of the Distributed Lethality concept of operations to warfighting capability operational and functional capability acquisition. This effort inspired a return to tradition surface warfare sea control and sea combat operations.**
- **Led the Undersea Warfare Futures Study and Workshop Series. *Facilitated and created the approach to assessing the range of driving forces and resulting capability requirements to maintain undersea domain superiority into the year 2050. Elements of the Future Capabilities Study Report are being implemented in the Tactical Submarine Evolution Plan and the plan to expand Subsea and Seabed Warfare***
- **Led development of the Future Surface Combatant Evolution Plan for Naval Surface Warfare Center and the Director of Surface Warfare on the OPNAV Staff. *This plan was approved by the Chief of Naval Operations.***

**Corporate Experience**

**2000-2003**

**FleetBoston Financial, Boston, MA**

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**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 (\$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**

**1994-1996**

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**State of Rhode Island**

**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**
- **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**
- Elected President, 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

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completing numerous technical schools, education and training programs.

- **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.*

### 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



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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 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 Electronicfication 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 *electronicfication* 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**

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**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
- 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.*

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- **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

Life-Member, Naval Order of the United States

Life-Member, U.S. Submarine League

Life-member, National Naval Officers Association

Former-Commander, Rhode Island Military Order of Foreign Wars

Leadership Rhode Island CHI Class of 2002

Former Regent, LaSalle Academy Board of Regents

Sigma Beta Delta Honor Society

Past Chair, Rhode Island Black Heritage Society

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

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