

## **Colonel Steven R. Charbonneau, USAF (Ret.)**

### **Summary**

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30+ years of Department of Defense experience in Joint Professional Military Education, national security strategy, B-52 conventional and nuclear operations, joint military operations, exercise planning, Air Force program management & acquisition, and electronic warfare. Demonstrated leadership in both operations and academia, with exceptional communications skills. Joint-academic faculty experience at both the U.S. Naval War College and Army Command & General Staff College. B-52 Electronic Warfare Officer and Senior Navigator with over 1,900 flying hours, including combat experience in the first Gulf War, and operational support for Operations DESERT SHIELD, DESERT STRIKE, DECISIVE ENDEAVOR/JOINT ENDEAVOR, and Iraqi Freedom.

Dates of Military Service: 4 Dec 1984 – 31 May 2012

### **Work History**

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#### **Professor, College of Distance Education, U.S. Naval War College Jun 2016-Present**

- Policy Analysis sub-course lead and professor in College of Distance Education's (CDE) National Security Affairs (NSA) Division--coordinates with NSA Policy Analysis-resident faculty
- Responsible for Policy Analysis sub-course content and curriculum across CDE's three delivery methods--Fleet Seminar Program (FSP), the Web-Enabled and the CDROM-based Programs
- Policy Analysis sub-course Professor for the Newport, Rhode Island weekly FSP seminar
- Evaluates & instructs Adjunct Professors' seminars via Alternate Instructor Location (AIL) visits
- Substitute FSP Professor for Dahlgren, VA Strategies sessions on U.S. Pacific Command
- Manages CDROM-based Program for Theater Security Decision Making course--coordinates daily with five Adjunct Professors in grading of three sub-course exams for CD-ROM students
- International Officer sponsor for Naval Staff College's 2016-17 Romanian student and family

#### **Professor, National Security Affairs Department, U.S. Naval War College Jul-Nov 2015**

- Selected to fill critical gap in NSA faculty for 2015 fall semester—Middle East expertise and experience in Security Strategies sub-course allowed immediate hire without course spin-up
- Flawlessly handled two separate seminars in Theater Security Decision Making junior course
- Garnered four "Outstanding" ratings and surpassed the faculty average in each rating category

#### **Teaching Assistant Professor, College of Distance Education, U.S. Naval War College 2014-15**

- Contracted to observe web-enabled Theater Security Decision Making course in preparation for assuming role of professor for future TSDM cohorts in College of Distance Education (CDE)
- Shadowed instructor's web-based interaction with students via Blackboard web discussions

#### **Teacher, Samuel Fuller School (SFS), Middleboro, MA 2013-15**

- Substitute teacher for the Samuel Fuller School, a classical-Christian education K-8 school
- Art instructor for grades three through eight--developed new 8-week art program
- Art director for school's annual theater productions--designed and developed tailored background for four separate productions, totaling over 246 feet by eight feet of paintings

#### **Raytheon Team Lead and Senior Advisor, Baghdad, Iraq 2012-2013**

- Office of Security Cooperation-Iraq Professional Military Education (PME) Team Lead and Senior Advisor to Iraqi National Security Advisor's (NSA) Al Nahrain Center for Strategic Studies

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- Led diverse Raytheon PME Team of curriculum development, legal and budget experts
- Liaison between Office of Security Cooperation staff, U.S. Embassy, the Iraqi NSA's Al Nahrain Center and United Nations Development Programme (UNDP) representatives in Baghdad
- Advised Iraqi NSA's emerging think tank on developing a National Security Review (NSR) Process to assess Iraq's national interests and match them to its \$113 billion budget
- Assisted in institutionalizing the NSR Process and building Iraq's next National Security Strategy
- Drafted & delivered Iraqi National Disaster Preparedness Strategy at request of Iraqi NSA staff
- Led strategic planning to develop \$50 million Al Nahrain Center into premier regional think tank for influencing decision-makers in building national policy -- built strategic plan for NSA approval
- Developed scenario exercise to initiate the NSR Process -- led SWOT analysis to assess Iraq's security environment, identify national interests, highlight threats, challenges, and opportunities
- Crafted two key papers for Iraqi-delegation to present at world's #2 think tank -- Chatham House
- Developed & delivered two lectures to the Al Nahrain Center staff and Iraqi government leaders

**Military Professor, National Security Affairs Department, U.S. Naval War College 2009-12**

- Professor of Security Strategies with U.S. Central Command (Middle East) regional focus
- Delivered graduate education leading to accredited master's degree in National Security
- Authored numerous security strategy lessons: Primacy and Liberal Internationalism; Socio-economic Challenges in the U.S. Central Command Theater; Security Cooperation
- Authored Naval Staff College lessons on Globalization and Transnational Security Challenges
- Delivered Air Power Series Lecture of Opportunity on Air Force B-52 Bomber Operations in DESERT STORM to Naval War College, then to Quonsett Air National Guard Base personnel
- 2011 Foundation for the Defense of Democracies Academic Fellows in counterterrorism-- intensive Tel Aviv University program with first-hand experience with Israeli police, customs and immigration facilities, military bases, and border control in deterring and defeating terrorists
- Authored two separate security strategies-themed articles for the Global Security Sitrep website entitled "Defense Cuts vs. Military Flexibility" and "Balancing Security and Values"
- Consistently earned "Excellent" and "Outstanding" professor ratings from seminar students

**Air Force Attaché Student, Defense Intelligence Agency Joint Military Attaché School 2008-09**

- Successfully completed rigorous Defense Attaché System course on U.S. intelligence community, security awareness, counterterrorism, and force protection of U.S. personnel
- Earned Defense Language Institute proficient rating in French language

**Senior Service School Student, United States Air Force Air War College 2006-07**

- JPME II credit for senior-level course on "Warfighting," "National Security Decision Making," "Foundations of Strategy & Leadership," "Global Security," and "Regional and Cultural Studies"
- Awarded masters -- earned "A" grade on "Electromagnetic Superiority in 2025" paper
- "Coercive Airpower" elective focused on nuclear deterrence, compellence, and nuclear strategy
- Middle East Regional and Cultural Studies -- led in-country meeting with former Air War College student Prince Khalid bin Sultan and Turkish Justice and Development Party (AK) members

**Commander, 68th Electronic Warfare (EW) Squadron 2004-06**

- Commanded 75-person operational squadron with \$2 million annual budget -- won U.S. Air Force Warfare Center's 2005 Outstanding Intelligence Unit of the Year award

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- Educated and trained aircrews at U.S. Air Force's (USAF) prestigious RED FLAG aerial combat training exercise by planning and executing the High speed Anti-Radiation Missile (HARM) electronic warfare assessment for U.S. and Allied aircraft -- supported over 2,000 missions
- Planned and executed 53rd Electronic Warfare Group's contingency plan for Emergency Reprogramming Center operations at alternate location during emergency evacuations
- Tested and fielded USAF's EW capability for the HARM missile and HARM targeting system, and the classified Airborne Warning & Control Systems Electronic Support Measures platform
- Supervised intelligence analysts to provide specialized intel for 1,800 personnel at 19 locations

**Operations Officer, 68th Electronic Warfare Squadron 2003-04**

- Developed web-based, EW mission data -- led Emergency Reprogramming Center evacuation for two hurricanes -- seamless access to web-based data for 2,000+ world-wide unit accounts
- Drove incorporation of EW Coordination Cell Concept into Combined Air Operations Center-Nellis (CAOC-N) exercise, allowing operations center personnel to train like they would fight
- EW Team Chief for RED FLAG aerial combat training--ensured mission safety/execution of over 500 U.S. and allied HARM missile shots through unique missile targeting system simulation

**Director of Staff, 5th Bomb Wing 2002-03**

- Supervised 16 organizations with 140 personnel -- served as Senior Battle Staff Director
- Directed Wing Battle Staff to contain a significant local area train accident -- largest anhydrous ammonia spill in U.S. history -- guided Battle Staff in Nuclear Operational Readiness Inspection
- Authored Wing Quarterly Reports to Congress at request of 5th Bomb Wing Commander

**Chief, 5th Bomb Wing XP (Planning) 2001-02**

- Led Strategic Planning Team in creating secret-level nuclear bomber force operations flow plan as part of nation's nuclear deterrence posture--praised by senior-AF leadership as exemplary
- Developed Bomb Wing plans for operational readiness inspections and contingency exercises

**Deputy Director, Air Force Element, U.S. Army Command & General Staff College 1998-01**

- Educated future senior leaders at Army's resident program on principles of aerospace power, and strategic, operational, and tactical use of military force -- supervised six USAF instructors
- Developed and presented Air Force doctrine lecture to Command & General Staff College class
- Rewrote entire Joint Forces Air Component Commander course -- included Army targeting processes -- recommended by artillery officer as "mandatory for all Army students at CGSC"
- Lectured on Theater Air Control System and Joint Air Operations to 1,000+ resident students

**Assistant Operations Officer, 96th Bomb Squadron 1995-98**

- Executed day-to-day operations and long-range planning for over 100 aviators and bomber fleet
- Operations Officer for real-world DESERT STRIKE Conventional Air-Launched Cruise Missile (CALCM) strike against Iraqi targets -- Acting Commander with 40 percent of unit deployed
- Operations Officer for CORONET SLOOP deployment to Guam -- recognized as "Outstanding Performer" for flawless planning and execution of CALCM and Harpoon Anti-ship missile ops
- Superb 95 percent on-time take-off and mission accomplishment rates for CORONET SLOOP

**Program Manager, AMRAAM New Business, Air-to-Air Joint Systems Program Office 1991-95**

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- Led New Business Team in all efforts resulting in award of two Advanced Medium-Range Air-to-Air Missile (AMRAAM) production contracts valued over \$400 million and \$380 million--cost reduced 23 and 12 percent over two years, 489 additional missiles for USAF and Navy units
- Authored background paper for acquisition strategy of \$1.4 billion FY95-99 future expenditures; approved and directed as future strategy by Assistant Secretary of the Air Force for Acquisition
- Acquisition Professional Development Program Level II certified in Program Management

## Education

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**Air War College (Residence - 2007) - M.A. Strategic Studies**

**Air War College (Non-Residence - 2003)**

**Armed Forces Staff College (Residence - 1999)**

**Naval War College (CNC&S Residence - 1998) - M.A. National Security & Strategic Studies**

**Joint Doctrine Air Campaign Course (Residence - 1998)**

**Air Command and Staff College (Non-Residence - 1997)**

**Central Michigan University (1994) - M.S. Administration**

**Lake Superior State College (1984) - B.S. Mechanical Engineering Technology**