

Dr. Thomas E. Cedel

Distinguished Visiting Professor of Leadership, Valparaiso University
Valparaiso, IN 46385, 512-289-2707 E-mail: tom.cedel@valpo.edu

PROFILE: Over 16 years of management experience in higher education and 26 years of experience in the Department of Defense as an Air Force officer in combined, joint and service assignments.

PROFESSIONAL EXPERIENCE

Distinguished Visiting Professor of Leadership, Valparaiso University 2014 to Present
Co-Director Thrivent Fellows Program

- Partnering with various entities within the university, particularly in curricular and co-curricular programs related to leadership, to enhance the institution’s mission of preparing students to lead and serve in church and society.
- Teaching leadership studies courses in the graduate program to develop, prototype and assess pedagogical approaches to leadership education.
- Co-Director of the Thrivent Fellows program, a leadership development program for mid-level and upper mid-level leaders within the Lutheran higher education community and agencies.
- Assisting in the development and implementation of an undergraduate aviation program.

President, Concordia University Texas, Austin, TX 2002 to 2014

- Transitioned the university from a moribund higher education institution to one that was agile and responsive to student outcomes. Successfully executed the university’s mission by meeting the Board of Regent’s desired outcomes and 11 pages of executive limitations.
- Led two major, inclusive strategic planning processes that laid a vision and provided a basis for operational and tactical planning through 2020. Resulted in:
 - Moving from budget deficit to surplus and positive cash flow position (-\$1.7M to + 5.0M)
 - More than doubling enrollment by expanding key programs.
 - Multiple partnerships and additional new program development including a nursing program.
 - Four off-campus sites that were upgraded to contemporary standards.
- Expanded the external relations and development functions of the university to improve fund raising and develop more partnerships. Set fund raising records every year for the last four years.
- Relocated the main campus of the university from a 23 acre site to a new facility of over 400 acres. Completed the relocation on time and 1.7% under budget with no disruption in classes or student services.
- Reorganized the university to focus on accomplishing the university’s mission. Resulted in streamlined communications, fewer silos and better student learning.
- Successfully accomplished the university’s last reaccreditation with the Southern Association of Colleges and Schools. Reaccredited for a full ten years. Accomplished the reaccreditation at the same time as the campus relocation.

Executive Vice President and Dean, Arts and Sciences, Concordia University, Ann Arbor, MI 1998 to 2002

- Responsible for the development and implementation of the interdisciplinary core curriculum of the University. Formed the basis of the entire educational experience and executed the University’s mission, values and vision. Implemented modern assessment methodologies to insure that students achieved desired outcomes.

- Completed university's regional and specialty accreditations; one of the key developers of University's self-study. Used as a model in accrediting association's national meeting in 2001, requested again in 2002. Resulted in accreditation for the maximum time of ten years.
- Taught two to four courses per year in leadership, organizational behavior and upper level biology. Consistently given top ratings of "five" by students at both the graduate and undergraduate level. Recognized by the faculty in 2001 with an award for exceptional teaching and contributions to the University.

Manager, Operations Analysis Department, TASC, Inc.

1997 to 1998

- Headed a diverse group of 30 analysts and Unmanned Air Vehicle (UAV) experts. Promoted twice within one year.
- Reshaped the department's business base, focusing on core capabilities and customer diversification.
- Targeted new customers and developed a plan to capture each; resulted in new contracts with the USAF, U.S. government (classified customer), and commercial customers like the U.S. Postal Service. Total value of business increased by a factor of five.
- Project lead or major contributor to numerous studies: an analysis of intelligence modeling capabilities, the value of communications UAVs, a methodology to match weapon system C4ISR requirements to intelligence capabilities, and a model to capture the time sensitivity of information.

Colonel, United States Air Force

1971 to 1997

- While a member of the staff within the Secretary of Defense's office, directed the implementation of new modeling techniques especially the contributions of command, control and intelligence for the Congressionally-mandated Deep Attack Weapons Mix Study. Built consensus in the DoD and individual services for C4ISR data and methodology; first time for a study this large. Provided the basis for analysis supporting the 1997 Quadrennial Defense Review and produced a DoD long-range development and procurement plan for weapons.
- Hand-picked as one of the two directors for Chief of Staff Long Range Planning Group; head of the Future Concept Development Directorate. Collaborated with USAF laboratories, other services, universities and industry in synthesizing innovative technological or non-materiel concepts that could have a revolutionary impact on the Air Force. Developed investigative techniques using modeling, simulation and analysis to determine the most promising new concepts. Injected these concepts into the construction of a new Air Force vision.
- Managed \$4B Pakistani security assistance program suspended by Congress because of nuclear weapons concerns. Worked with the Ambassador and Political Officer in implementing policy and developing contacts. Guided the program through the suspension while keeping US policy intact and reestablishing ties with the Pakistani military. Coordinated the restart of US-Pakistani military high-level exchanges and exercises.
- Vice commander of a 15,000 person joint and combined military installation. At the helm of the base's annual financial program; planned and superbly executed year-end closeout plan saving over \$10M. As the Inspector General developed the most responsive complaint resolution program in the command.
- While an F-16 fighter squadron commander, developed the best flying and training programs in my wing; flew over 10,000 hours each year and exceeded major command training goals by 22%. Every inspection, whether by the wing or major command, rated the squadron excellent or higher.

ADDITIONAL INFORMATION

Honors National Research Service Award National Institutes of Health (CMU)
Post-Doctoral Fellow University of Pittsburgh
Andrew W. Mellon Pre-Doctoral Fellow University of Pittsburgh
Phi Beta Kappa , Magna Cum Laude, University of Pittsburgh
and Omicron Delta Kappa
Military Awards include the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal and Meritorious Service Medal (3)
Recognized by the faculty of Concordia University Ann Arbor in 2001 for exceptional teaching and contributions to the University.
Recognized twice in 2008 in the Austin Business Journal as a community leader
Recognized in 2010 for leadership by the First Tee of Greater Austin
Recognized multiple times in the Austin American Statesman as one of the "Fortunate 500" for leadership in central Texas
Recognized in 2014 by Concordia University Ann Arbor with the Christus Primus Award for service to the community and the Church
Recognized by Concordia University Texas with the Excellence in Leadership award.
Recognized by the E3 Alliance with the Presidential Honors Award for contributions to K-16 education in Central Texas

Education Post-Doctoral Fellow, Biophysics Carnegie-Mellon University, Pittsburgh, PA
Doctor of Philosophy, Biology University of Pittsburgh, Pittsburgh, PA
Industrial College of the Armed Forces Ft McNair, Washington, DC
Seminar XXI, International Relations Massachusetts Institute of Technology, MA
Bachelor of Science in Biology, University of Pittsburgh, Pittsburgh, PA
minor Chemistry
Air War College (correspondence) and Air Air University, Maxwell AFB, AL
Command and Staff College (seminar)

Memberships

Past member, Board of Directors, Greater Austin Chamber of Commerce
Board of Directors and past President, Phi Beta Kappa Alumni Association of Central Texas
Member and past chair, Lutheran Educational Conference of North America
Member and past chair, Presidents Council, American Southwest Conference, National Collegiate Athletic Association, Division III
Board of Directors and member, Independent Colleges and Universities of Texas
Past member, Austin Area Research Organization
Life member, Austin Area Urban League
Member, American Association for the Advancement of Science
Member, Aircraft Owners and Pilot Association
Member, Air Force Association
Member, Austin Community Eagles Society
Member, Daedalians
Member, University of Pittsburgh Alumni Association
Member and chair, Board of Adjustments, Sunset Valley, Texas

References

Available on request

LIST OF PUBLICATIONS, ABSTRACTS AND PRESENTATIONS

Available on request