

Tara Lynn Terry

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EDUCATION

University of Michigan, Ann Arbor, MI	
Ph.D. Industrial and Operations Engineering	2009
M.S.E. Industrial and Operations Engineering	2007
Oakland University, Rochester, MI	
B.S. Mathematics	2004
B.S.E. Electrical and Computer Engineering	2004

AWARDS

RAND Silver Medal Award, 2019.

RESEARCH EXPERIENCE

PUBLICATIONS

Tara L. Terry, Jeremy M. Eckhause, Michael McGee, James H. Bigelow, Paul D. Emslie, *Projecting Air Force rated officer inventory across the Total Force: Total Force Blue Line Model for Rated Officer Management*, RAND Corporation RR-2796-AF, 2019.

David Schulker, **Tara L. Terry**, *Evaluating the impact of a Total Force Service Commitment policy on Air Force pilot manning: an exploratory application of inventory modeling*, RAND Corporation RR-2400-AF, 2018.

Albert A. Robbert, Michael G. Mattock, Beth J. Asch, John S. Crown, James Hosek, **Tara L. Terry**, *Supplemental career path for Air Force pilots: a warrant officer component or an aviation technical track?*, RAND Corporation RR-2617-AF, 2018.

Tara L. Terry, Chaitra M. Hardison, David Schulker, Alex Hou, and Leslie Payne, *Building a healthy MQ-1/9 RPA pilot community: designing a career field planning tool*, RAND Corporation RR-2018-AF, 2018.

Albert A. Robbert, **Tara L. Terry**, Alexander Rothenberg, Anthony Lawrence, and Neil Carey, *Air Force officer management flexibilities: modeling potential policies*, RAND Corporation RR-1921-AF, 2017.

Alexander D. Rothenberg, Lisa M. Harrington, Paul D. Emslie, and **Tara L. Terry**, *Using RAND's Military Career Model to evaluate the impact of institutional requirements on the Air Force space officer career field*, RAND Corporation RR-1302-AF, 2017.

Lisa M. Harrington, Kathleen Reedy, Paul D. Emslie, Darrell D. Jones, and **Tara L. Terry**, *Air Force institutional requirements: opportunities for improving the efficiency of sourcing, managing and manning corporate Requirements*, RAND Corporation RR-1596-AF, 2017.

Tara L. Terry, James H. Bigelow, James Pita, Jerry M. Sollinger, and Paul D. Emslie, *User's Guide for Total Force Blue Line (TFBL) Model*, RAND Corporation TL-233-AF, 2017.

Albert A. Robbert, **Tara L. Terry**, Paul D. Emslie, and Michael William Robbins, *Promotion benchmarks for senior officers with joint and acquisition service*, RAND Corporation RR-1447-OSD, 2016.

Lisa M. Harrington, **Tara L. Terry**, *Air Force officer accession planning: addressing key gaps in meeting career field academic degree requirements for nonrated officers*, RAND Corporation RR-1099-AF, 2016.

Lisa M. Harrington, Lindsay Daugherty, S. Craig Moore, and **Tara L. Terry**, *Air Force-wide needs for science, technology, engineering, and mathematics (STEM) academic degrees*, RAND Corporation RR-659-AF, 2014.

Albert A. Robbert, Lisa M. Harrington, **Tara L. Terry**, and H. G. Massey, *Air Force manpower requirements and component mix: a focus on agile combat support*, RAND Corporation RR-617-AF, 2014.

Tara L. Terry, Albert A. Robbert, John E. Boon Jr., Perry Shameem Firoz, and S. Craig Moore, *A methodology for determining Air Force advanced academic degree requirements*, RAND Corporation RR-332-AF, 2013.

Thomas Manacapilli, Jennifer D. P. Moroney, Stephanie Pezard, Sean Robson, Joe Hogler, Thomas Durrell-Young, Timothy Jackson and **Tara L. Terry**, *Optimizing the Defense Language Institute English Language Center*, RAND Corporation TR-1152-AF, 2012.

Patel, A.; **Terry, T.**; Abdel-Aty-Zohdy, H.S., *Analog multiplexing in time domain for biochemical measurement processing*, The 45th Midwest Symposium on Circuits and Systems, vol.1, 2002.

BRIEFINGS

“Total Force Aircrew Health Status Review.” Aircrew Summit 2019. Gen David Goldfein (AF/CC), Gen Wilson (AF/CV), Lt Gen Mark Kelly (AF/A3), Lt Gen Brian Kelly (AF/A1), Maj Gen James Jacobson (AF/A3T) and many other MAJCOM CCs and senior leaders from across the AF. 12 Dec 2019.

“Aircrew Crisis Task Force Aircrew Shortage Update.” Senate Armed Services Committee (SASC) Professional Staff Member (PSM) Engagement. Mr. O’Keefe, Mr. Leeling, Mr. Green, and Mr. Winkler from SASC. Maj Gen Jacobson (AF/A3T and ACTF Director), Col Scott

Linck (ACTF Deputy Director), Lt Col Pete Minnar (AF/A2UQ), and Lt Col Dale Stanley (AF/A1PPR). 20 November 2019.

“Aircrew Summit Vector Check with CSAF.” Gen David Goldfein, Lt Gen Van Ovost, Maj Gen Mack, Maj Gen Jacobson, Col Scott Linck, Col Terry Frady, Col Deane Thomey, Col Timothy Hyer, and Lt Col Marion Wendall and other ACTF members. 5 November 2019.

“Aircrew Summit Vector Check with CSAF.” Lt Gen Kelly, Maj Gen Mack, Maj Gen Jacobson, Col Scott Linck, Col Terry Frady, Col Deane Thomey, Col Timothy Hyer, and Lt Col Marion Wendall and other ACTF members. 31 October 2019.

“End of FY19 Manning.” Semi-annual meeting of the AMEC (Aircrew Management Executive Council) 19-2. Maj Gen James Jacobson; AMEC is a colonel-level body co-chaired by AF/A3T and AF/A1P representatives that brings together aircrew managers from the Air Staff, AFPC, MAJCOMs, Air National Guard, Air Force Reserve, and other organizations to deliberate issues critical to matching the supply of Air Force pilots and other aircrew career fields to requirements. Approximately 30-40 Air Force attendees. 30 October 2019.

“End of FY19 Manning.” Aircrew Crisis Task Force (ACTF) Executive Steering Group (ESG). Maj Gen James Jacobson (AF/A3T) led with approximately 20 representatives across the Air Staff, Air National Guard, Air Force Reserve, and other organizations supporting ACTF. 22 October 2019.

“Air Force Production Sprint.” HAF and 19AF discussions on production and AF way forward. Maj Gen Craig Wills (19 AF/CC), Col James Howard (19AF/CV), Col Gary Eilers (19AF), Col Scott Linck (AF/A3 ACTF), Col Deane Thomey (AF/A3 ACTF), Col Timothy Hyer (AF/A3 ACTF) and approximately 10-15 aircrew training SMEs. 19AF Randolph Air Force Base. 14-16 October 2019.

“Aircrew Summit Vector Check with CSAF.” Gen David Goldfein, Lt Gen Van Ovost, Maj Gen Mack, Maj Gen Jacobson, Col Scott Linck, Col Terry Frady, Col Deane Thomey, Col Timothy Hyer, and Lt Col Marion Wendall and other ACTF members. 20 September 2019.

“Aircrew Summit Vector Check with CSAF.” Lt Gen Kelly, Maj Gen Mack, Maj Gen Jacobson, Col Scott Linck, Col Terry Frady, Col Deane Thomey, Col Timothy Hyer, and Lt Col Marion Wendall and other ACTF members. 20 September 2019.

“Air Force Pilot Shortage: Perspective and Way Forward.” Semi-annual meeting of the AMEC (Aircrew Management Executive Council) 19-2. Maj Gen Scott Smith (AF/A3T), Brig Gen Christopher Short (AF/A3 ACTF); AMEC is a colonel-level body co-chaired by AF/A3T and AF/A1P representatives that brings together aircrew managers from the Air Staff, AFPC, MAJCOMs, Air National Guard, Air Force Reserve, and other organizations to deliberate issues critical to matching the supply of Air Force pilots and other aircrew career fields to requirements. Approximately 60-70 Air Force attendees. 1-3 May 2019.

“Air Force Pilot Shortage: Perspective and Way Forward.” (Formal Training Unit) FTU Conference. Maj Gen Patrick Doherty (19 AF/CC); Brig Gen Christopher Short (AF/A3 ACTF) and approximately 60-70 aircrew training and absorption SMEs. 19AF, Randolph Air Force Base. 23-25 Apr 2019.

“Recovery Plan Current Status.” Aircrew Crisis Task Force (ACTF) Executive Steering Group (ESG). Maj Gen Robinson (AF/DA3), Maj Gen LaBrutta (AF/A1P), Brig Gen Short (AF/A3 ACTF), Brig Gen Gentile (NGB A2/3/6/10), Maj Gen Rydholm (AF/RE) and approximately 30 representatives across the Air Staff, Air National Guard, Air Force Reserve, and other organizations supporting ACTF. 27 Mar 2019.

“Aircrew Crisis Task Force Pilot Recovery Plan.” Royal Air Forces Aircrew Branch and other ACTF members. 6 March 2019.

“Aircrew Crisis Task Force Aircrew Shortage Update.” FY20 Readiness Staffer Day. Mr. Brian Garrett and Mr. Thomas Hawley from the House Armed Services Committee. Lt Gen Kelly (AF/A3), Lt Gen Warren Berry (AF/A4), Maj Gen Cedric George (AF/A4). 8 Feb 2019.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Aircrew Summit. Gen David Goldfein (AF/CC); Lt Gen Mark Kelly (AF/A3); Lt Gen Brian Kelly (AF/A1); Brig Gen Christopher Short (AF/A3 ACTF) and many other senior leaders from various MAJCOMs. 29 November 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan: Aircrew Summit Prep”. Gen David Goldfein (AF/CC); Lt Gen Mark Kelly (AF/A3); Lt Gen Brian Kelly (AF/A1); Brig Gen Christopher Short (AF/A3 ACTF); Honorable John Roth (SAF/FM). 7 November 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan: Aircrew Summit Prep”. Lt Gen Mark Kelly, AF/A3; Brig Gen Christopher Short, AF/A3 ACTF; Col Terry Frady, AF/A3 ACTF; Lt Col Jammie Jamieson, AFR/REP; Maj Gentry Kramer, AF/A3TC; Lt Col Dale Stanley, AF/A1PP; Lt Col Eric Weber, AF/A3TF; Maj Malinda Singleton, SAF/PA. 6 November 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Lt Gen Mark Kelly, AF/A3; Brig Gen Christopher Short, AF/A3 ACTF; Col Terry Frady, AF/A3 ACTF; Maj Gentry Kramer, AF/A3TC; Lt Col Dale Stanley, AF/A1PP; Lt Col Eric Weber, AF/A3TF; Maj Malinda Singleton, SAF/PA. 20 September 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Brig Gen Christopher Short, AF/A3 ACTF; Mr. Ted Uchida, ACC/A3, and 40 other aircrew absorption SMEs. 22 August 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. AFWIC: Mr. Forrer, Mr. Fullingim, Mr. Menashi; Lt Col Christopher Pack, AF/A3TF; Dr. James Stockton, Chief Data Office; Maj Michael McFarland, AF/A5/8. 10 July 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Brig Gen William Spangenthal, AETC/A3/6; Col Charles Bolton, AETC/A3/6; Mr. Ellwood Hinman, AETC/A5/8/9; Mr. Robbie Robinson,

AETC/A3/6; Lt Col Christopher Pack, AF/A3TF, and 30 other aircrew training SMEs. 25 June 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Dr. Lisa Dixon, OSD/CAPE; Lt Col Christopher Pack, AF/A3TF; Maj Michael McFarland, AF/A5/8. 19 June 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Honorable John Roth, SAF/FM; Ms. Marilyn Thomas, SAF/FM; Ms. Pamela Schwenke, SAF/FM; Brig Gen Michael Koscheski, AF/A3 ACTF; Dr. James Stockton, Chief Data Office; Col Terry Frady, AF/A3 ACTF; Maj Michael McFarland, AF/A5/8. 8 June 2018.

“Total Force Blue Line (TFBL) Model”. Col David Wright, NGB/A2/3/6; Lt Col Christopher Pack, AF/A3TF; Maj Alysia Benson, NGB/A1; Mr. Frank Harris, NGB/A1 (ANG Readiness Center, Joint Base Andrews, MD). 5 June 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Mr. Kevin Williams, SES, AF/A9; Brig Gen Michael Koscheski, AF/A3 ACTF; Col Terry Frady, AF/A3 ACTF; Col Matt Jones AF/A3TM. 22 May 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Brig Gen William Spangenthal, AETC/A3/6; Col Charles Bolton, AETC/A3/6; Mr. Ellwood Hinman, AETC/A5/8/9; Mr. Robbie Robinson, AETC/A3/6; Lt Col Christopher Pack, AF/A3TF. 9 May 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Lt Gen Chris Nowland AF/A3, Brig Gen Michael Koscheski AF/A3 ACTF, Lt Col Matt Jones, AF/A3TM, Maj Mike McFarland, AF/A5/8. 27 April 2018.

“Total Force Aircrew Management (TFAM) Analytic Support: Total Force Blue Line (TFBL) Model”. Semi-annual meeting of the AMEC (Aircrew Management Executive Council) 18-2. AMEC is a colonel-level body co-chaired by AF/A3T and AF/A1P representatives that brings together aircrew managers from the Air Staff, AFPC, MAJCOMs, Air National Guard, Air Force Reserve, and other organizations to deliberate issues critical to matching the supply of Air Force pilots and other aircrew career fields to requirements. Approximately 60-70 Air Force attendees. 24-27 April 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Dr. Heather Wilson, SecAF; Brig Gen Michael Koscheski, AF/A3 ACTF; Lt Col Matt Jones, AF/A3TM; Lt Col Christopher Pack, AF/A3TF; Maj Mike McFarland, AF/A5/8. 11 April 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Gen David Goldfein, AF/CC; Brig Gen Michael Koscheski, AF/A3 ACTF; Lt Col Matt Jones, AF/A3TM; Lt Col Christopher Pack, AF/A3TF; Maj Mike McFarland, AF/A5/8. 5 April 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Lt Gen Jerry Harris Jr., AF/A5/8; Lt Col Christopher Pack, AF/A3TF; Mr. Mike Dinh, AF/A9. 4 April 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Gen Stephen Wilson, AF/CV; Brig Gen Michael Koscheski, AF/A3 ACTF; Lt Col Matt Jones, AF/A3TM; Lt Col Christopher Pack, AF/A3TF; Maj Mike McFarland, AF/A5/8. 30 March 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Lt Gen Mark Nowland, AF/A3; Maj Gen Brian Robinson, AF/A3 ASST; Brig Gen Michael Koscheski, AF/A3 ACTF; Maj Mike McFarland, AF/A5/8; Lt Col Matt Jones, AF/A3TM. 29 March 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Mr. Kevin Williams, AF/A9; Brig Gen Michael Koscheski, AF/A3 ACTF; Lt Col Matt Jones, AF/A3TM. 29 March 2018.

“Aircrew Crisis Task Force Pilot Recovery Plan”. Lt Gen Jerry Harris Jr., AF/A5/8; Maj Gen Stephen Clark, AF/A8P; Brig Gen Michael Koscheski, AF/A3 ACTF; Lt Col Matt Jones AF/A3TM. 28 March 2018.

“Total Force Aircrew Management (TFAM) Analytic Support: Total Force Blue Line (TFBL) Model”. Heritage Group comprised of civilian Aircrew Managers. 1 November 2017.

“DD Form 214 IPR”. Ms. Pat Mulcahy, Director of Officer and Enlisted Personnel Management (OUSD P&R). 26 October 2017.

Panel Moderator for 2018 PAF Forum, Addressing the Air Force Pilot Shortage. 19 October 2017. Panelists included Dave Schulker, Lt Col Langdon Root (AF/A3T), Lance Menthe.

“Total Force Aircrew Management (TFAM) Analytic Support: Total Force Blue Line (TFBL) Model”. Maj Gen Robert LaBrutta, Director Military Force Management Policy (AF/A1P). 28 September 2017.

“Total Force Service Commitment”. Aircrew Management Executive Council (AMEC) 17-2, Co-chaired by Col Terry Frady (AF/A3X) and Lt Col Chris McDonald (AF/A1PP). 27 April 2017.

“Total Force Service Commitment”. Brig Gen Brian Kelly, Director Military Force Management Policy (AF/A1P). 20 April 2017.

“Total Force Aircrew Management (TFAM) Analytic Support: FY17 Mid-Year Update”. Mr. Steven “Pounder” Ruehl, Deputy Director of Future Operations (AF/A3X). 20 April 2017.

“Building a Healthy and Sustainable RPA Career Field Using 18X, ALFA Tour and 11U/12U Pilots”. Mr. Steven “Pounder” Ruehl, Deputy Director of Future Operations (AF/A3X). 27 March 2017.

“Total Force Service Commitment”. Brig Gen Brian Kelly, Director Military Force Management Policy (AF/A1P). 19 December 2016.

“Building a Healthy and Sustainable RPA Career Field Using 18X, ALFA Tour and 11U/12U Pilots”. Panel Speaker for 2017 PAF Forum, Building a Sustainable RPA Force. 20 October 2016. Co-panels with Chaitra Hardison and Dr. Dan Richmond (AF/A9).

“Building a Healthy and Sustainable RPA Career Field Using 18X, ALFA Tour and 11U/12U Pilots”. Brig Gen Brian Kelly, Director Military Force Management Policy (AF/A1P). 26 July 2016. Co-presented with Chaitra Hardison and David Schulker.

“Building a Healthy and Sustainable RPA Career Field Using 18X, ALFA Tour and 11U/12U Pilots”. Maj Gen Martin Whelan, Director of Future Operations, Deputy Chief of Staff for Operations (AF/A35). 7 June 2016. Co-presented with Chaitra Hardison, David Schulker, and Alex Hou.

“Human Resource Management Flexibilities”. Brig Gen Brian Kelly, Director Military Force Management Policy (AF/A1P). 7 June 2016. Co-presented with Al Robbert.

“Building a Healthy and Sustainable RPA Career Field Using 18X, ALFA Tour and 11U/12U Pilots”. Maj Gen Martin Whelan, Director of Future Operations, Deputy Chief of Staff for Operations (AF/A35). 30 March 2016. Interim Update #1. Co-presented with David Schulker and Alex Hou.

“TFAM Analytic Support: FY16 Mid-Year Update”. Maj Gen Martin Whelan, Director of Future Operations, Deputy Chief of Staff for Operations (AF/A35). 30 March 2016.

“Total Force Aircrew Management Inventory Projections”. Brig Gen Albert Lupenski, Director, Air Force Reserve Plans, Programs and Requirements (AF/REX). 25 March 2016.

“PAF Personnel Models: Inventory Projection Model”. OSD Manpower Policy and Management Modeling Conference held at RAND Corporation. 11 Feb 2016.

“Institutional Requirements: Impact on Manning Across the Air Force”. Brig Gen Brian Kelly, Director Military Force Management Policy (AF/A1P). 7 July 2015. Co-presented with Lisa Harrington, Kathleen Reedy, and Alexander Rothenberg.

“Statutory Objectives for General/Flag Officer Promotion Selections”. Mrs. Juliet Beyler, SES, Principal Director, Force Resiliency, a component of the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD P&R); Mr. Lernes Hebert SES and Mr. William Atkinson SES (OUSD P&R). 25 June 2015. Co-presented with Al Robbert.

“Statutory Objectives for General/Flag Officer Promotion Selections”. Mrs. Juliet Beyler, SES, Principal Director, Force Resiliency, a component of the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD P&R); Mr. Lernes Hebert, SES, Principal Director for Military Personnel Policy, a component of the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD P&R); Mr. Anthony Kurta, SES, Deputy Assistant Secretary of Defense for Military Personnel Policy, a component of the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD P&R). 1 June 2015. Co-presented with Al Robbert.

“Education Requirement Philosophies for Officer Accessions: FY12-FY14 Research”. Mr. Daniel Sitterly, SES, Principal Deputy Assistant Secretary for Manpower and Reserve Affairs (SAF/MR). 22 May 2014. Co-presented with Lisa Harrington.

“Education Requirements Philosophies FY12-FY14”. Lt Gen Samuel Cox, Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). 3 April 2014. Co-presented with Lisa Harrington.

“Education Requirements Philosophies FY12-FY14”. Brig Gen Brian Kelly, Director Military Force Management Policy (AF/A1P). 26 February 2014. Co-presented with Lisa Harrington.

“FY13 Non-Rated Line Officer Classification Analysis”. Officer Accession Summit #7 led by Lt Gen Darrell Jones. 13 November 2013.

“AFERB AAD Modeling Tool”. FY15 Air Force Education Requirements Board (AFERB) Working Group. 29 October 2013.

“Classification Diversity Analysis”. Officer Accession Summit #5 led by Lt Gen Darrell Jones. 12 June 2013.

“Classification Working Group: Results and Recommendations”. Officer Accession Summit #3 led by Lt Gen Darrell Jones. 7 September 2012.

“An Interim Update on Classification Results”. Officer Accession Summit #2 led by Lt Gen Darrell Jones. 12 June 2012.

“Improving the USAF Line Officer Accession Process”. Officer Accession Summit led by Lt Gen Darrell Jones. 9 March 2012.

“Improving the Advanced Academic Degree (AAD) Allocations Process.” Mr. Daniel Ginsberg, Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR). 25 January 2012.

“Improving the Advanced Academic Degree (AAD) Allocations Process.” Payday Logistics Seminar. 19 January 2012.

“Improving the Advanced Academic Degree (AAD) Allocations Process.” Mr. Daniel Sitterly, SES, Director of Airman Force Development (AF/A1D). 9 December 2011.

“Improving the USAF Line Officer Accession Process”. Officer Accession Conference. 4 October 2011.

“Improving the Air Force Education Requirements Board (AFERB) Advanced Academic Degree (AAD) Allocations Process.” RAND/A9 Exchange Day. 19 April 2011.

“Improving the Air Force Education Requirements Board (AFERB) Advanced Academic Degree (AAD) Allocations Process.” Manpower Seminar Series. 2 November 2010. Co-presented with John Boon.

“PAF Recommendations on Advanced Academic Degree (AAD) Requirements.” Dean of Faculty and senior faculty members of the U.S. Air Force Academy on their visit to RAND. 15 June 2010.

EMPLOYMENT

Operations Researcher, Senior	2018-Present
AF/A3 ACTF Liaison	2018-Present
Operations Researcher, Full	2013-2018
AF/A1 Liaison	2011-2013
Operations Researcher, Associate – Arlington, VA	2009-2013

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Have primarily focused on research problems within Project Air Force (PAF) Manpower, Personnel, and Training Program (MPTP) mostly related to development and management of officers; ranging from inventory projection modeling of the Air Force rated officer force to evaluate production and retention requirements, how to best develop the newly emerging Remotely Piloted Aircraft (RPA) pilot community, evaluating a Total Force service commitment construct for manned pilots, the number of institutional requirements over time vs. numbers of officers filled such requirements, examining the advanced academic degree process for officers, analyzing the line officer accession process including classification into career fields, STEM requirements across the Air Force, non-rated classification, and personnel requirements and component mix. The liaison role required interfacing with several senior leaders in the Air Force and their action officers to better integrate RAND research and researchers into the decision-making process on a wide variety of topics include diversity, officer accessions, promotion analysis.

Graduate Student Instructor – Ann Arbor, MI

University of Michigan

2009

Introduced relevant software for Linear and Integer Programming in weekly labs (e.g. AMPL), held office hours for students, graded exams/quizzes.

Summer Associate Researcher – Santa Monica, CA

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2007

Performed a data analysis for the Air Force on a KC-135 Stratotanker 18-year data set, which compared performance before and after the re-engineings to determine what benefits the Air Force received from their investment.

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2006

Modeled a multi-echelon inventory control problem for the ARMY using SAS to handle the large data sets and GAMS to solve the mixed-integer program to

determine an inventory policy subject to the ARMY's size, mobility, and readiness constraint.

Supplemental Instruction Leader, Grader, Tutor – Rochester, MI

Oakland University

2004

Conducted weekly recitation sessions, graded homework, and tutored in Calculus.

OTHER RESEARCH EXPERIENCE

Research Experience for Undergraduates – Rochester, MI

National Science Foundation

2003

- Presented “Analog Multi-plexing in Time Domain” at XI Meeting of the Minds Conference in Dearborn, MI in 2003
- Poster presentation of “Analog Multi-plexing in Time Domain” at MWSCAS 2002 conference in Tulsa, OK

University Student Research Scholar Program – Rochester, MI

Provost's Undergraduate Research Award

2003

- Presented “Derivatives of Matrix Functions” at 5th Annual Nebraska Conference for Undergraduate Women in Mathematics at University of Lincoln-Nebraska February 2003
- Presented “Derivatives of Matrix Functions” at 2002 Joint Annual Meeting Michigan Section-MAA at Lawrence Technological University May 2002