

Jonathan Wong, PhD

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Education

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| Ph.D., Policy Analysis, Pardee RAND Graduate School <i>Dissertation: Balancing Immediate and Long-Term Defense Investments</i> | 2016 |
| M.Phil, Policy Analysis, Pardee RAND Graduate School | 2014 |
| M.A., Security Studies, Georgetown University <i>Thesis: The Public and the Iraq Counterinsurgency Campaign: A Study of Elite Debates and Elite Cues</i> | 2011 |
| B.A., Political Science, University of California San Diego | 2005 |

Professional Experience

Associate Policy Researcher, RAND Corporation **2018-Present**

Planned and conducted research for DoD clients, focusing on technology integration, logistics, and policy and program assessment.

- Developed alternative equipment sustainment and management strategies for the US Marine Corps in response to operational demands that stressed existing systems and processes

Consultant, Boston Consulting Group **2017-2018**

Provided strategic consulting and program management services for commercial customers. Highlights include:

- Developed supplier relationship framework for a major commercial aerospace manufacturer designing a new aircraft to address annual \$50 billion midrange commercial air travel market
- Developed market entry strategy for building an annual \$48 million defense aircraft repair business for a major aerospace manufacturer
- Managed personnel integration during merger of two professional service firms with combined \$5 billion annual revenue and >100,000 employees
- Managed communications and developed eligibility criteria for a major philanthropic organization's urban innovation contest seeking to award \$200 million in grants and technical assistance

Adjunct Political Scientist, RAND Corporation **2016-2018**

Planned and conducted logistics and threat research for US Marine Corps clients, Highlights include:

- Developed consolidated guide to ISIL tactics, techniques, and procedures for USMC tactical leaders
- Assessed USMC equipment management processes for ad hoc units using thematic analysis of interviews with USMC logistics managers

Assistant Policy Analyst, RAND Corporation **2012-2016**

Planned and conducted research for DoD clients, focusing on logistics, program assessment, and threat analysis. Highlights include:

- Identified key choke points to US Army heavy equipment deployment processes at Fort Hood TX and identified most effective mitigations using parametric modeling.
- Identified key infrastructure and personnel management constraints to US Army Special Operations Command's ten-year strategic campaign plan using thematic analysis of intelligence personnel interviews
- Identified opportunities and risks to current Army policies and practices on using open-source intelligence using thematic analysis of Army intelligence analyst interviews
- Developed new management model for managing the Army's ATV and small vehicle fleet through expert interviews
- Developed recommendations for integrating women into US Marine Corps combat units through case study and analysis of domestic, non-military organizations with similar experiences

Enlisted Assignments Unit Head, Headquarters Marine Corps

2009-2011

Managed staff of five senior non-commissioned officers in recruiting, screening, and assigning all Marine Corps recruiters, drill instructors, combat instructors, and embassy security guards. Responsible for organizational efforts to implement continuous process improvement practices.

- Led an enterprise-wide shift from volunteer staffing of special duty assignments to a directed staffing model that screened and interviewed over 42,000 Marines at 14 locations worldwide semi-annually, resulting in a 95% fulfillment of staffing requirements.
- Developed Excel-based forecasting tools that improved visibility of potential manpower shortfalls and provided a 30% more accurate assessment of requirement fulfillment
- Led process improvement efforts to streamline manpower data management procedures and established new standard operating procedures that resulted in a 21% reduction in mis-joined Marines.
- Led process improvement efforts to reduce re-enlistment processing backlogs that resulting in an average wait time reduction from 18 days to 10 days from submission to final decision.

Infantry Officer, United States Marine Corps

2006-2009

Trained and led 30-60 man infantry units in combat and operational deployments

- Advised district-level Iraqi officials in al Anbar Province, Iraq in improving municipal government processes, municipal budget planning, development project management, coordinating detainee release and civic reconciliation ceremonies.
- Consulted for the Armed Forces of the Philippines (AFP) to improve mortar training procedures for two AFP mortar platoons.
- Served as the lead platoon commander for the culminating training event of Exercise TALISMAN SABER 2007, guiding a combined US/Australian infantry battalion through a 60km movement to contact.

Enlisted Infantryman, United States Marine Corps

2001-2005

Served in positions of increasing responsibility, from automatic rifleman to fire team leader.

- Served as an automatic rifleman during Operation Iraqi Freedom I
- Served as property manager for a \$40.2m rifle company account during multilateral exercises (BALTOPS) in Bornholm, Denmark.

Honors and Awards

- RAND Project Air Force (\$25,000), RAND National Security Research Division (\$25,000), and RAND Arroyo Center (\$44,000) dissertation awards in 2014 to study immediate and long-term defense procurement investments
- RAND Spotlight Award, 2016
- Military awards include the Navy Achievement Medal for meritorious service in Iraq, Navy Commendation Medal for meritorious service in Iraq and in the Western Pacific
- Honorable Mention in the 2010 *Marine Corps Gazette* Leadership Writing Contest

Publications

Reports

Pernin, Christopher G., Katharina Ley Best, Matthew E. Boyer, Jeremy M. Eckhause, John Gordon, Dan Madden, Katherine Pfrommer, Anthony D. Rosello, Michael Schwille, Michael Shurkin, and **Jonathan P. Wong**, Enabling the Global Response Force: Access Strategies for the 82nd Airborne Division, Santa Monica, CA: RAND, 2016. http://www.rand.org/pubs/research_reports/RR1161.html

Boyer, Matthew E., Michael Shurkin, **Jonathan P. Wong**, Ryan Schwankhart, Adam Albrich, Matthew W. Lewis, and Christopher G. Pernin, Assessing Conventional Army Demands and Requirements for Ultra-Light Tactical Mobility, Santa Monica, CA: RAND, 2015. http://www.rand.org/pubs/research_reports/RR718.html

Hardison, Chaitra M., Michael G. Shanley, Anna Rosefsky Saavedra, James C. Crowley, **Jonathan P. Wong**, and Paul Steinberg, Translating Veterans' Training into Civilian Job Skills, Santa Monica, CA: RAND, 2015. <http://www.rand.org/pubs/infographics/IG124.html>

Hardison, Chaitra M., Michael G. Shanley, Anna Rosefsky Saavedra, James C. Crowley, **Jonathan P. Wong**, and Paul Steinberg, What Veterans Bring to Civilian Workplaces: a Prototype Toolkit for Helping Private Sector Employers Understand the Nontechnical Skills Taught in the Military, Santa Monica, CA: RAND, 2015. <http://www.rand.org/pubs/tools/TL160.html>

Hardison, Chaitra M., Michael G. Shanley, Anna Rosefsky Saavedra, James C. Crowley, **Jonathan P. Wong**, and Paul Steinberg, What Veterans Bring to Civilian Workplaces: a Prototype Toolkit for Helping Veterans Communicate to Private Sector Employers About the Nontechnical Skills Taught in the Military, Santa Monica, CA: RAND, 2015. <http://www.rand.org/pubs/tools/TL160z1.html>

Schaefer, Agnes Gereben, Jennie W. Wenger, Jennifer Kavanagh, **Jonathan P. Wong**, Gillian Oak, Thomas E. Trail, and Todd Nichols, Implications of Integrating Women into the Marine Corps Infantry, Santa Monica, CA: RAND, 2015. http://www.rand.org/pubs/research_reports/RR1103.html

Peer reviewed articles

Wong, Jonathan, "Applying Rapid Acquisition Policy Lessons for Defense Innovation," Marine Corps University Journal, Vol. 8 No. 2, 2017.

Wong, Jonathan, "Politics and Professionalism: A Cautionary Note," Marine Corps Gazette, Vol. 94, No. 12, 2010, pp. 69-70.

Presentations

Moderator, "Navy Now Forum: Rapid Acquisition," Association of the United States Navy, Jun 13, 2017

Panelist, "Defense Innovation and Silicon Valley," Defense Entrepreneur's Forum- Silicon Valley Conference. Stanford University, Nov 12 2016.

Other contributions

Wong, Jonathan P., Balancing Immediate and Long-Term Defense Investments, Santa Monica, CA: RAND, 2016. http://www.rand.org/pubs/rgs_dissertations/RGSD378.html

Joslyn Fleming, **Jonathan Wong**, "Marines in need of a few good men and women," San Diego Union Tribune, May 25, 2017. <http://www.sandiegouniontribune.com/opinion/commentary/sd-utbg-marines-women-ad-20170525-story.html>

Wong, Jonathan P., "The Pentagon's New Chief Innovation Officer Should Tread Lightly," in War on the Rocks, Nov 2, 2016. <http://warontherocks.com/2016/11/the-pentagons-new-chief-innovation-officer-should-tread-lightly/>

John Speed Meyers, **Jonathan Wong**, "In Defense of Defense Analysis," in War on the Rocks, Sept 22, 2016. <http://warontherocks.com/2016/09/in-defense-of-defense-analysis/>

Wong, Jonathan P., "Don't Learn the Wrong Lessons from Rapid Acquisition," in Defense One, June 23, 2016. <http://www.defenseone.com/ideas/2016/06/dont-learn-wrong-lessons-rapid-acquisition/129332/>

Wong Jonathan P., "Patching the Pentagon's Procurement Problem," in War on the Rocks, Sept 25, 2015. <http://warontherocks.com/2015/09/patching-the-pentagons-procurement-problem/>

Jonathan Wong P., Chris Pernin, "Rethinking U.S. Force Planning," in The RAND Blog, May 16, 2014.
<http://www.rand.org/blog/2014/05/rethinking-us-force-planning.html>

Wong, Jonathan P., "On War and Waves," in The RAND Blog, March 7, 2012.
<http://www.blogs.va.gov/VAntage/6054/on-war-and-waves/>

Proficiencies

Qualitative

- Thematic analysis using Dedoose and NVivo
- Case studies
- Interview design and execution
- Lean Six Sigma certified (Green Belt)

Quantitative

- Statistical analysis using STATA 12
- Modeling and simulation using Extend Sim 9 and Excel
- Data analytics using Alteryx and Tableau

Professional

- Presentation building using PowerPoint and ThinkCell 8
- Business case assessment

Service and Professional Involvement

- Strategic Planning Committee Member, Growing Place Santa Monica
- Security Fellow, Truman National Security Project (2016-Present)
 - Political Director, Los Angeles Chapter (2018-Present)
- Book Reviewer, *Military Affairs* (2015-Present)
- On-the-Job Training (OJT) Broker, Pardee RAND Graduate School (2014, 2015)
- Student Coordinating Committee Representative, Pardee RAND Graduate School (2014)
- Student Representative, Security Studies Program, Georgetown University (2011)