

Enhancing the Knowledge of Emerging Business Leaders

20+ years of superior performance running 9-figure lines of business, major defense programs/PMOs, and conveying business/project management knowledge in academic/professional training environments. Excel in curriculum development, classroom instruction, academic advising, and research in project management, operations/supply chain, organizational development, and business strategy. Skilled in undergraduate and MBA course development/instruction using on ground and online modalities.

AREAS OF EXPERTISE

- Teaching & Communication
- Curriculum Development
- Classroom Management
- Advising & Mentoring
- Academic & Business Leadership
- Academic Program Development
- Learner Assessment
- Industry Experience
- Project Management
- Team Facilitation
- Problem Solving
- Strategy

KEY ACHIEVEMENTS

- Developed/delivered 50+ MBA/undergraduate classes in project management, operations/supply chain management, organizational behavior, and business strategy via online and on-ground modalities. Instructed 1,000+ students over 7 years and received teacher evaluations in the top 5% of the business school.
- As Associate Dean of the Marshall E. Rinker School of Business, successfully led its 5-year AACSB initial accreditation award—achieved by only 6% of global business schools. Successful PM methodology published in Journal of Education for Business.
- As PM Executive/GM, led \$175M portfolio of programs/projects/products, driving 95% growth in operating margins, 25% growth in revenue, and 50% improvement in cash flow performance over six years.

KEY ACADEMIC/INDUSTRY/GOVERNMENT POSITIONS

- 2017 - 2024 Associate Professor of Management
Associate Dean (2019 - 2023)
MBA Chair (2021 - 2023)
Palm Beach Atlantic University, West Palm Beach Florida
Marshall E. Rinker Sr. School of Business (AACSB Accredited)
- 2004 - 2017 Program Management Executive Council Chair (2016 - 2017)
Executive Director of Program Management (2011 - 2017)
Senior Program Manager/Systems Engineer (2004 - 2011)
Harris Corporation, Melbourne Florida
- 2008 - 2009 Adjunct Instructor, Program Management
Embry Riddle Aeronautical University, Melbourne Florida Campus

ADDITIONAL HISTORY: Corporate Engineer at LinCom-Titan Corporation, Project Manager at US Air Force

EDUCATION

Doctor of Business Administration	Rollins College , Winter Park, Florida <i>Roy E. Crummer School of Business (AACSB Accredited)</i> , 2017 Dissertation Title: Corporate Asset Deployment Strategies During Market Contractions: A Defense Sector Analysis
Master of Engineering in Engineering Management	University of Colorado , Colorado Springs. <i>Colorado College of Engineering and Applied Science</i> , 2000
Master of Business Administration	University of Redlands , Redlands, California <i>Alfred North Whitehead College</i> , 1990
Bachelor of Science	United States Air Force Academy , Colorado Springs, Colorado Major: Astronautical Engineering, 1987

COURSES DEVELOPED

MBA Management of People and Organizations (Palm Beach Atlantic University), 2023
MBA Fundamentals of Project Management (Palm Beach Atlantic University), 2019
MBA Planning, Monitoring & Controlling Projects (Palm Beach Atlantic University), 2019
MBA Contemporary Project Management (Palm Beach Atlantic University), 2019
Project Management (Palm Beach Atlantic University), 2018

ONLINE COURSES DEVELOPED

MBA Management of People and Organizations (Palm Beach Atlantic University), 2023
MBA Fundamentals of Project Management (Palm Beach Atlantic University), 2023
Project Management (Palm Beach Atlantic University), 2023
Business Strategies (Palm Beach Atlantic University), 2022

COURSES TAUGHT

MBA Fundamentals of Project Management** (Palm Beach Atlantic University), 2019 – Present
MBA Planning, Monitoring & Controlling Projects* (Palm Beach Atlantic University), 2019 – 2023
MBA Contemporary Project Management* (Palm Beach Atlantic University), 2019 – Present
MBA Management of People and Organizations** (Palm Beach Atlantic University), 2023 – Present
MBA Operations and Supply Chain Management* (Palm Beach Atlantic University), 2017 – 2022
MBA Corporate Strategy (Palm Beach Atlantic University), 2018
Project Management* (Palm Beach Atlantic University), 2019 - Present
Business Strategies** (Palm Beach Atlantic University), 2023 - Present
International Management (Palm Beach Atlantic University), 2022, 2017
Production and Operations Management (Palm Beach Atlantic University), 2017 – 2020
Organizational Behavior (Palm Beach Atlantic University), 2018 – 2019, 2023
Human Resource Management (Palm Beach Atlantic University), 2017 – 2018
Labor Relations Management (Palm Beach Atlantic University), 2018
Project Management in Aviation Operations (Embry Riddle University, Melbourne FL), 2008 - 2009
International Project Management (Embry Riddle University, Melbourne FL), 2008 - 2009
Anatomy of Project Organizations (Embry Riddle University, Melbourne FL), 2008 - 2009
* Hybrid on-ground and synchronous online
** On-ground and asynchronous online

LEARNING MANAGEMENT SYSTEMS: Canvas and Blackboard

PUBLICATIONS IN REFEREED JOURNALS

- Cohee, G.L. & Barnhart, C.M. (2023) - [Often Wrong, Never in Doubt: Mitigating Overconfidence in Leadership Decision-Making](#). *Organizational Dynamics*, in press Nov 2023
- Cohee, G. L. (2023) - [Project Management Methods Applied to the Association to Advance Collegiate Schools of Business \(AACSB\) Initial Accreditation Process](#). *Journal of Education for Business*, Online Apr 2023, 1-10.
- Cohee, G. L. (2022) - [Ajax Revisited: The Impact of Hubris and Shame on Leadership Effectiveness](#). *Organizational Dynamics*, 51(3), 1-10.
- Cohee, G.L. & Voorhies, S.J. (2021) - [The Effect of Self-Deception on Leadership Effectiveness](#). *Journal of Biblical Integration in Business*, 24(1), 5-15.
- Cohee, G. L., Piccolo, R.F. & Kiyamaz, H. (2020) - [Impacts of Free Cash Flow on Firm Performance during Market Contractions](#). *International Journal of Business*, 25(3), 230-48.
- Cohee, G. L., Voorhies, S. (2020) - [Leading from Within](#). *Christian Business Review*, Fall 2020, 14-25.
- Cohee, G.L., Barrows, J.J., & Handfield, R. (2019) - [Early Supplier Integration in the U.S. Defense Industry](#). *Journal of Defense Analytics and Logistics*. 3(1), 2-28.
- Cohee, G. L. (2019) - [Corporate Downsizing: Getting our Policy Right](#). *Organizational Dynamics*, 48(1), 38-43.

ACADEMIC PRESENTATIONS

- Cohee, G.L. & Barnhart, C.M. (2023, March). "Often Wrong, Never in Doubt: Mitigating Overconfidence in Leadership Decision-Making." Presented at the 2023 Palm Beach Atlantic University Interdisciplinary Research Conference, West Palm Beach, FL.
- Cohee, G.L., (2022, March). "Ajax Revisited: The Impact of Hubris and Shame on Leadership Effectiveness" Presented at the 2022 Palm Beach Atlantic University Interdisciplinary Research Conference, West Palm Beach, FL.
- Cohee, G.L., Voorhies, S. (2021, March). "The Impact of Self-Deception on Leadership Effectiveness" Presented at the 2021 Palm Beach Atlantic University Interdisciplinary Research Conference, West Palm Beach, FL.
- Cohee, G.L. (2020, February). "Recovering the Leader's Sense of Self" Presented at the 2020 Association of Higher Biblical Education Annual Convention, Orlando FL.
- Cohee, G.L., Piccolo, R. F., & Kiyamaz, H. (2018, October). "Impact of free cash flow on firm performance during market contractions: Evidence from the U.S. defense industry" Paper presented at Aero Finance Conference, Paris France.

ACADEMIC LEADERSHIP EXPERIENCE

Palm Beach Atlantic University, West Palm Beach, Florida – (www.pba.edu)

Associate Dean and AACSB Initial Accreditation Chair, Rinker School of Business (2019 to 2023)

Led business school operational transformation implemented to successfully achieve AACSB initial accreditation (achieved May, 2023). Oversaw key strategic planning, curriculum, assurance of learning, faculty qualifications, scholarship, and societal impact process initiatives. Chaired RSB Strategic Planning Committee and led annual RSB Mentor-Protégé Program.

- RSB AACSB Initial Accreditation Chair - authored initial Self Evaluation Report, Progress Reports 1 and 2, and final Self Evaluation Report during 2019-22. Organized and trained faculty and staff for final 2023 Peer Review Team visit. Achieved initial accreditation for 24-

member school in less than 5 years.

- Authored and maintained five annual revisions of the RSB Strategic Plan (2018-2023). Developed and codified strategic planning review cycle, RSB Key Performance Initiatives (KPIs), and Risk Register.
- Created curricula for new 3+2 MBA and Data Analytics programs. Designed four new courses for the Data Analytics program. Led two successful faculty searches in 2021, staffing growing management and data analytics programs.
- Led RSB Mentor-Protégé Program, pairing 25+ of RSB's top junior and senior students with community executive and senior-level leaders. Taught multiple professional development workshops for the proteges and moderated multiple professional e.g., HR forums with business leaders.

MBA Chair, Rinker School of Business (2021 to 2023)

Led curriculum revisions, modality enhancements, and program growth initiatives designed to place the RSB MBA program in a position to build upon newly acquired AACSB accreditation.

- Designed and added two new courses to the core curriculum: Management of Digital Information Systems and Managing People and Organizations. Developed and taught Managing People and Organizations both on ground and online.
- Led the creation of an online version of the RSB MBA program. Designed and developed two of the nine new online courses.
- Served as advisor for 70+ MBA students; developed and maintained PBA MBA LinkedIn page consisting of 100+ RSB MBA alumni; provided regular video updates of ongoing program activities e.g., accreditation status.
- Conducted Zoom and in-person interviews for 60+ MBA applicants annually.

CORPORATE TRAINING

Lane Cohee, PLLC, West Palm Beach, Florida – (www.lanecohee.com)

Project/Program Management Subject Matter Experts (2017 to Present)

Leverage professional and academic experience to provide PM consulting and training for the following industry and government organizations:

- Jenoptik Optical Systems, LLC - 40-hour Fundamentals of PM training course.
- Beyond20 – 35-hour Project Management Professional (PMP®) training course for DISA.
- Alluvion Corporation - multiple 35-hour PMP®, 30-hour Risk Management Professional (RMP®), and 16-hour Fundamentals of Project Management training courses for government and commercial customers.
- Florida Department of Transportation (FDOT) - annual recurring 40-hour Fundamentals of PM training course.
- Harris Corporation (now L3Harris) - 12-hour Project Startup Simulation and GM Guidance for Evaluating Program Review courses.
- Intercultural Exchange Seminar (IES) for 25 Austrian Institut für Management (IfM) Executive MBA students - Business cycles and corporate asset allocation planning.

CORPORATE AND GOVERNMENT LEADERSHIP EXPERIENCE

Harris Corporation, Melbourne, Florida – (NYSE: HRS, www.harris.com)

Program Management Executive Council Leader (2016 to 2017)

Spearheaded the development of training curriculum and provided comprehensive course development and instruction for a \$2 billion business segment with 200 program/project managers. Supervised the standardized rollout of PM training across five segment locations, ensuring organizational consistency/alignment.

- Achieved successful program recovery by leading three Independent Review Teams (IRTs) to evaluate “red” programs, providing insightful root cause analysis and delivering “return to green” recommendations to the segment president.
- Enhanced project management capabilities across the organization by developing and delivering specialized courses including Business Essentials for PMs, Cost Estimation, Subcontract Management for PMs, Earned Value Management, and Risk/Opportunity Management.

Executive Director of Program Management (2011 to 2017)

GM/P&L leader for business area achieving \$175M in annual revenues. Provided PMO leadership, overarching strategy and direction for key pursuits, program execution, product development and customer/partner relations.

- As GM, drove 95% growth in operating margins, 25% growth in revenue, and 50% improvement in cash flow performance over six years.
- Developed and executed annual 3-year strategic plan including market and competitive analysis, opportunity creation, research and development (R&D)/ capital expenditure (CapEx), differentiation strategies, financial forecasting, and execution planning.
- Directed new business development activities including opportunity qualification, pursuit planning, price to win analysis, proposal development and pricing strategies.
- Assessed program/product startups, product forecasting, program plans, and ongoing execution using Earned Value Management (EVM) and Capability Maturity Model Integration (CMMI)-based standards to achieve Annual Operating Plan (AOP) targets.
- Built executive relationships with internal engineering, business development, operations staff, along with external partners and customers to support business execution and growth plans.
- Presented business performance vs. AOP to Segment President and staff. Briefed customer executive leadership teams on program execution performance.
- Functional manager for 20-member department, providing recruitment, objective setting and performance evaluations supporting business growth and talent development goals.

Senior Program Manager / Systems Engineer (2004 to 2011)

Led \$30M annual program portfolio. Directed multi-disciplinary teams to achieve program technical, cost, and schedule objectives. Managed programs in various phases from pursuit to production, exercising CMMI-3, AS 9100/ISO 9001 Quality Management, and accredited EVM processes.

- Ran pursuit and execution of a \$30M US Air Force space control ground system. Directed proposal activity and program execution through successful baseline and formal design reviews with schedule/cost performance indices significantly better than plan.
- Managed \$130M US Navy data link program through development qualification to production award, overseeing engineering design, qualification testing, logistics planning, and production

readiness by 60-member team. Led baseline and production reviews and managed \$50M of production subcontracts.

- Led PMO and System Engineering teams for \$105M US Navy satellite communications terminal development. Managed on-time delivery of 600+ deliverables to customer. Organized and led successful execution of multiple hardware, software, and security.

design reviews. Led major test planning and execution content during down-select phase. Completed development with schedule/cost performance indices on plan.

Titan Corporation, Colorado Springs, Colorado – (NYSE: TTN, acquired by L-3 Comm in 2005)
Corporate Engineer (2000 to 2004)

Directed \$28M software product development effort for prime contractor Lockheed Martin, achieving multiple 99% award fees. Managed and performed architecture design, algorithm and software development using CMM Level 5 key practices. Led technical decision-making, project scheduling, budgeting, project control, and resource allocation of cross-functional team members. Authored initial business and operations plan for \$13M division.

LinCom Corporation, Colorado Springs, Colorado – (acquired by Titan Corp. in 2004)
Principal Systems Engineer (1994 to 2000)

Led 15-member cross-functional software development team producing multiple satellite mission planning software products for Department of Defense (DOD) customers. Conducted technical analysis and operations support. Performed systems design for satellite resource apportionment, terminal-payload acquisition algorithms, antenna/terminal location techniques, and real-time terminal control.

United States Air Force, Norton AFB, California and Falcon (Schriever) AFB, Colorado
Project Manager and Satellite Systems Engineer (1987 to 1994)

Established and organized 10-member US Air Force satellite operations engineering team. Defined and implemented project objectives, staffing and training procedures required for initial operations. Performed payload systems engineering required for initial operations. Performed acquisition and project management for multiple programs related to the research, development and test of advanced strategic missile systems.

PROFESSIONAL DEVELOPMENT

2014	Zenger-Folkman Extraordinary Leader Program
2010	Executive Leadership Directions Program, University of Virginia Darden School of Business
2009	Leadership Brevard Program, LEAD Brevard
2008	Business Pursuit Simulation, Harris Corporation
2006	Management of Major Programs, University of Management and Technology
2005	Program Management Workshop, Harris Corporation
2005	Project Engineering, Harris Corporation
2005	Earned Value Management, Harris Corporation
2005	Project Management and Program Control Processes, Project Management Technologies
1987	Systems Acquisition Management, US Air Force

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS

Project Management Professional (PMP), Project Management Institute (PMI), 1999 (License # 18061)
Agile Certified Practitioner (ACP), Project Management Institute (PMI), 204 (License # 3778653)
Risk Management Professional (RMP), Project Management Institute (PMI), 2023 (License # 3550500)
Project Management Institute (PMI) Authorized Training Partner Instructor, 2021
Professional Agile Leadership I (PAL-1), Scrum.org 2021 (License # 645756)

RECOGNITION

2024 Faculty Teaching Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
2023 Dean’s Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
2022 Faculty Service Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
2021 Faculty Service Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
2017 Beta Gamma Sigma (4.0 Doctoral GPA) – Rollins College Chapter
2010 Program Manager Award – New Start Award, Harris Corporation
2009 Program Manager Award – Supplier Management Award, Harris Corporation
2008 Program Manager Award – Defense Special Recognition Award, Harris Corporation
2007 Engineering Award – Technical Leadership, Harris Corporation
1990 Gordon C. Atkins Memorial Scholarship for top MBA Student, University of Redlands
1989 Achievement Award for Acquisition Source Selection Leadership, U.S. Air Force

REFERENCES

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