

# William R. Forster

## Education

### **PhD Candidate, Entrepreneurship & Ethics**

University of Virginia, Darden Graduate School of Business Administration

### **MBA, Technology Management & Finance, 2003**

University of Colorado, Colorado Springs CO

### **Master of Science, Cost Analysis, 1997**

Air Force Institute of Technology, Wright Patterson AFB OH

Thesis: *The Determinants of the Housing Choices of Military Families: Implications for Military Policy*

### **Bachelor of Science, Management, 1995**

United States Air Force Academy CO

## Academic Works

“Getting More out of Team Projects: Incentivizing Leadership to Enhance Performance.” Journal of Management Education, Forthcoming Spring 2006, with Dr. Claudia Ferrante and Dr. Steve Green.

“Measuring Mission Impact of A-76 Activities.” 2004 SCEA International Conference, Manhattan Beach, CA, 17 Jun 04. (Paper and Presentation). With Dr Steve G. Green and Dr Kurt A. Heppard.

“Incentivizing Leadership in Group Projects: Lead, Follow or Get out of the Way.” UCCS Undergraduate Conference on Research, Scholarly, Creative and Public Service Activities, Colorado Springs, CO, 1 May 04. (Presentation). With Cadet Daniel P. Lenahan and Dr Steve G. Green.

“The Determinants of the Housing Choices of Military Families: Implications for Military Policy” Masters Degree Thesis, Air Force Institute of Technology, OH, Sep 1997.

## Teaching Experience (USAF Academy)

Jan 05 -May 05	Management 472: Strategic Management
Aug 04 - Dec 04	Management 341: Financial Accounting (Course Director)
Jan 04 - May 04	Management 342: Managerial Accounting
Aug 03 - Dec 03	Management 341: Financial Accounting

## Employment

### **INSTRUCTOR AND EXECUTIVE OFFICER**

*Department of Management, US Air Force Academy*

**Jul 2003 – Jul 2005**

**USAFA, CO**

Instructor responsibilities included lecturing and writing lesson plans, as well as establishing classroom policy for over 140 future officers. As Executive Officer, was directly responsible to the Department Head or all department operational and administrative duties for 25 military and 10 civilian faculty members; also responsible for coordinating all internal & external projects. Academic advisor responsibilities include providing career guidance and mentorship in academic matters for 30 students.

**PROGRAM MANAGER, MOBILE COMMAND CENTER***Strategic and Nuclear Deterrence Command & Control Program Office***Aug 2002 – Jul 2003**

Peterson AFB, CO

Managed a twenty two-person team in the development, testing, and maintenance of the United States Northern Command's mobile command center. Responsible for \$11M annual budget. Directed resource allocation, technology development, long range planning activities to ensure continued nuclear command and control continuity for the Combatant Commander and the President of the United States.

**CHIEF, NORAD FINANCIAL MANAGEMENT***Strategic and Nuclear Deterrence Command & Control Program Office***Jul 2001 – Aug 2002**

Peterson AFB, CO

Managed a team of eleven financial management professionals in estimating, budgeting, and controlling all systems acquisition and maintenance funds for NORAD/Cheyenne Mountain Complex, Shared Early Warning System, and Mobile Consolidated Command Centers programs. United the financial management staff of the three diverse programs and created administrative synergy and unity of financial control. Advised the director on technology investment and strategic decisions for the development of next generation systems.

**SPECIAL PROGRAMS FINANCIAL MANAGER***Strategic and Nuclear Deterrence Command & Control Program Office***Sep 2000 – Jul 2001**

Peterson AFB, CO

Directed financial operations of a classified program. Responsible for financial control, budget estimates, and overall programs financial performance. Advised program manger on the cost effectiveness of the development and implementation new technologies and systems.

**CHIEF, RTIP COST ANALYSIS***Joint STARS Systems Program Office***May 1998 – Aug 2000**

Hanscom AFB, MA

Managed a six-person team. Developed the \$1.2B Radar Technology Insertion Program cost estimate using various estimating methodologies including parametric (multivariate regression) techniques. Utilized business-streamlining initiatives to quickly and jointly analyze the contractor's development program proposal and identify technological and programmatic risks.

**COST ANALYST***Electronic Systems Center***Oct 1997 – May 1998**

Hanscom AFB, MA

Prepared, documented, and presented cost estimates for weapons and information systems. Created and implemented a prototype Activity Based Costing system. Developed human resource management tool used to allocate personnel resources throughout the Electronic Systems Center.

**FINANCIAL ANALYST***10<sup>th</sup> Air Base Wing***Jun 1995 – May 1996**

USAFA, CO

Primary base budget analyst for eight wing organizations with annual budgets that exceeded \$5M. Trained resource advisers and advised Commander on financial issues. Assisted in financial audits.

**Certifications**

Certified Cost Estimator/Analyst (CCE/A)

*(Society of Cost Estimation and Analysis)*

Certified in the Defense Acquisition Professional Development Program (APDP):

Financial Management – Level II

Program Management – Level I

*(Office of the Secretary of Defense)*