

Jennifer Leigh Phillips

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Intelligence officer with Squadron, Wing, Component, and CCMD experience	Doctor of Liberal Studies, Georgetown University
Graduated Squadron Commander	Professor in a nationally ranked R1 research institute with leadership experience at the strategic, operational, and tactical level

Work Experience

December 2018-Present: Associate (Teaching) Professor of Education, Rossier School of Education, University of Southern California, Los Angeles, California

- Provides program guidance and instructional design for a doctoral program in organizational change models and leadership education to academic, business, and other professional leaders
- Member, Governance committee for Doctor in Organizational Change and Leadership program, which guides the strategic design and execution of the program (2021-2023; 2025-Present)
- Chair, Rossier School of Education Mentoring Committee, which oversees faculty instructional and professional development for approximately full-time and part-time faculty members (2021-2023)
- Co-Director, Physician Leadership Program, which is a privately funded program providing leadership training to senior leader physicians within the Cedars-Sinai and USC Keck health systems, two of the largest health systems in California
- Course lead (final authority for course design and execution as well as hiring and retention actions for adjunct faculty) for two doctoral core curriculum courses
- Member, Rossier School of Education Faculty Council, which is an integral component of Rossier's shared governance model and provides faculty advice and faculty leadership on key programmatic decisions across the school (2021-2023)

June 2023-June 2025: Commander, 28th Intelligence Squadron, Hurlburt Field, Florida (USAF Reserve)

- Organized, trained, and equipped a 72-member military and civilian intelligence workforce within the 28th Intelligence Squadron
- Oversaw intelligence, surveillance, and reconnaissance combat operations across three Combatant Commands in support of U.S. Air Force Special Operations Command

October 2022-June 2023: Director of Intelligence (A2), 505th Command and Control Wing, Hurlburt Field, Florida (USAF Reserve)

- Organized, trained, and equipped the 79-member military and civilian intelligence workforce across the 505th Command and Control Wing as the Wing Senior Intelligence Officer
- Oversaw execution of Sensitive Compartmented Information (SCI) security, including direct supervision of the Wing Special Security Officer (GG-13) and Information System Security Manager (GG-13) and contract execution of SSO/ISSM programs at 5 geographically separated locations
- Synergized intelligence manning, resource, and training requirements across the 505th Command and Control Wing's 8 squadrons to support Air Force and joint all-domain command and control (JADC2) initiatives
- Synchronized with the Air Force, ACC, USAFWC, 16 AF, and joint intelligence enterprise to support disposition of force (DOF) and kill chain automation (KCA) initiatives linking intelligence, surveillance, and reconnaissance capabilities into C2 and air battle management (ABMS) requirements and tactics, techniques, and procedure development
- Coordinated and prioritized officer, enlisted, and civilian intelligence manning requirements with ACC functionals, including MPA support to meet mission requirements, civilian hiring, and classification processes with ACC and AFPC

October 2019-June 2023: Assistant Director of Operations (ADO), Intelligence Course Instructor, and Senior Intelligence Officer (SIO), 926 Operations Group Detachment 1, Hurlburt Field, Florida (USAF Reserve)

- Provided subject matter expert training in the multi-domain command and control of United States Air Force, coalition, and joint air assets at the operational level of warfare to ~1,000 command and control warriors per year
- Assistant Director of Operations to a 27-member traditional reserve unit composed of airmen across multiple AFSCs focused on the advancement of multi-domain command and control training and tactics development
- Led the design and execution of four courses in the intelligence, surveillance, and reconnaissance qualification course for the United States Air Force's Air Operations Center Intelligence Functional Training Unit

July 2017-Oct 2019: Individual Mobility Augmentee to the Deputy Chief, Intelligence Surveillance, and Reconnaissance Division, 607th Air Operations Center, Osan Air Base, Republic of Korea (USAF Reserve)

- Led 70 intelligence airmen in directing intelligence, surveillance, and reconnaissance operations as part of the alliance (combined US and Korean) combined air operations
- Managed a \$7 billion USD intelligence collection enterprise supporting United States national security objectives in the Korean theater

Nov 2013-Nov 2018: Humanitarian Assistance Advisor/Military (Personal Services Contract/GS-13 Step 10 equivalent), United States Agency for International Development (USAID) Office of U.S. Foreign Disaster Assistance (OFDA), Multiple Locations (Civilian-Government)

- Designed and instructed the Joint Humanitarian Operations Course (JHOC) worldwide, a two-day joint certified course that educates adult military and civilian audiences on humanitarian assistance principles and best practices
- Served as the Humanitarian Assistance Advisor/Military to United States Southern Command and United States Northern Command, directly advising the Combatant Commanders (4-star level) and their staffs to coordinate Department of Defense support to USAID/OFDA operations
- Deployed as Humanitarian Advisor to Special Operations Joint Task Force-Operation Inherent Resolve (SOJTF-OIR) in response to the Syrian complex emergency
- Senior advisor to U.S. military personnel in the Republic of Korea, including the Commanders and staff of Combined Forces Command Korea, United States Forces Korea, 8th Army, and Special Operations Command-Korea
- Responses: Philippines Typhoon Haiyan Response Management Team (RMT) (2013); Iraq Complex Humanitarian Response RMT and Disaster Assistance Response Team (DART) (2014/2015); West Africa Ebola Virus Disease DART (2014); Syria Complex Humanitarian Response DART (2017); Philippines Typhoon Manghkut Assessment Team (2018); Ecuador Earthquake DART (2016); other smaller activities

Nov 2011-July 2016: Intelligence Officer and Illicit Trafficking Analyst, Joint Intelligence Operations Center (USAF Reserve), United States Southern Command, Miami, FL (USAF Reserve)

- Supported U.S. Southern Command in developing and refining U.S. policy initiatives in South and Central American to counter the influence of transnational criminal networks
- Developed concept of operations for open source intelligence (OSINT) analysis and publicly available information (PAI) reporting integration across the combatant command
- Crafted the Command's J-3/J-2 information operations (IO) operations concept for integration of Joint Intelligence Operations Center (JIOC) support to IO planning

Mar 2012-Nov 2013: Project Manager, MotionPoint Corporation, Coconut Creek, FL

- Implemented and directed multi-million dollar web-based marketing and brand development strategies for Fortune 500 companies in emerging global markets (Civilian-Private)
- Oversaw multiple, continuously changing teams of geographically separated personnel in the implementation of global solutions across the globe providing targeted, local language and cultural solutions in over 20 countries

Dec 2009-Nov 2011: Executive Officer and Assistant Director of Operations, 707th Intelligence, Surveillance and Reconnaissance Group and 29th Intelligence Squadron, Fort George G. Meade, MD (RegAF)

- Reviewed and vetted personnel & budget requirements for \$20M/yr budget over 5 Fiscal Years
- Led 366 employees as Assistant Director of Operations, including the production of 75 Presidential and National Security Council level briefings regarding national security matters

- Executed and reviewed goals for Multi-Million dollar Department of Defense contract
- Directed training and support, including integration requirements during contingencies

Jun 2008-Dec 2009: Deputy Chief, Intelligence Training, 1st Special Operations Support Squadron, Hurlburt Field, FL (RegAF)

- Led 42 joint service and interagency (DEA, FBI) personnel in Iraq and Afghanistan conducting operations in coordination with U.S. Embassy, Department of Justice and international partners
- Designed and oversaw initial and advanced training program strategy for 1000+ personnel prior to overseas deployments, including cultural awareness and language training
- Ensured integrity of 1 SOW intelligence IQT, MQT, and enlisted 1NX CFETP upgrade training

April 2006-Jun 2008: Senior Intelligence Officer, 16th Special Operations Squadron, Hurlburt Field, FL (RegAF)

- Provided planning support and intelligence support to national-level OPLANs addressing U.S. strategies for responding to weapons of mass destruction and acts of terrorism
- Intelligence operational deployments to Iraq, Afghanistan, Horn of Africa, and Colombia supporting Air Force (as JSOAC J2 and J35 Planner) Navy (as J2) special operations missions
- Supported officer and enlisted aircrew across multiple different platforms (AC-130U, AC-130H, U-28, MH-53, and MC-130)

Mar 2005-Apr 2006: Strategic Planning Analyst, Full Motion Video Collection Manager, Executive Officer, Master Air Attack Plan Liaison Officer (MAAP LNO), Combined Air Operations Center, Central Air Forces, Al Udeid, Qatar (RegAF)

- Served as safety and security subject matter expert charged with oversight for Air Force operating locations in the Middle East and making recommendations to 4-star General
- Oversaw Full Motion Video collection requirements for CENTAF, including MQ-1 and RQ-4 missions throughout the CENTCOM AOR

Jun 2004-Mar 2005: Apprentice, United States Air Force Intelligence Training, Goodfellow AFB, TX (RegAF)

Jan 2003-Jun 2004: Elections Commissioner, Municipality of Starkville, Starkville, MS

- Appointed by the Mayor & the Board of Alderman to ensure proper administration of elections
- Updated voter registration rolls and reported data regarding 16,000 residents to city officials

Other Applicable Experience and Memberships

- **Co-Director,** Physician Leadership Program (Supported by a grant from the Remy Chastain Foundation)
- **Judge,** Navarre Krewe of Jesters Mardi Gras Parade 2025
- **Fellow,** Center for Excellence in Teaching, University of Southern California
- **Member,** Air Commando Association
- **Chairman,** Howard County Relay for Life, raised \$200,000+ for American Cancer Society

- **Board Member**, Mississippi State University Alumni Association, Washington, D.C.
- **Secretary**, Georgetown University Doctor of Liberal Studies Circle, Washington, D.C.
- **Guest Lecturer**, Georgetown University, University of Miami, and Air University
- **Panel Moderator**, East Coast Liberal Studies Conference 2011, Georgetown University
- **Certified Trainer** (Train the Trainer), U.S. Association for Talent Development
- **Instructor of Record**, USAID/OFDA Joint Humanitarian Operations Course (JHOC)
- **President and Founder**, VetEd, Inc. (Florida-based nonprofit focused on leadership and education training for veterans and active duty U.S. military personnel)

Education and Certifications

Doctor of Liberal Studies, Georgetown University, Washington, D.C.
Master of Military Studies, Marine Corps University, Quantico, VA
M.B.A., Touro University International, Cypress, California, Major: Management
B.A. Political Science, Mississippi State University, Mississippi State, MS
Graduate, Joint Combined Warfighting School, National Defense University
Graduate, Air War College, United States Air Force, Air University
Graduate, Air Command and Staff College, United States Air Force, Air University
Certification, Train the Trainer, Association for Talent Development
Certification, International Institute for Mediation and Conflict Resolution Training, Hague, Netherlands
Certification, United Nations Civil-Military Coordination (UN-CMCoord)

Awards and Recognition

President Harry S. Truman Scholar in Public Service
Center for Excellence in Teaching Fellow, University of Southern California
Senator John C. Stennis Scholar in Political Science
USAID Honor Group Award for Typhoon Haiyan/Yolanda Response
USAID Honor Group Award for Iraq Complex Emergency Response
Mississippi State University Undergraduate Woman of the Year
National Security Agency Directorate Officer of the Year
Air Force Association National Capital Region Junior Officer of the Year
Distinguished Graduate, Air Force Intelligence Officer Course
Distinguished Graduate, Air and Space Operations Center Intelligence FTU
Distinguished Graduate, AFSOC Intelligence FTU
Distinguished Graduate, Marine Command and Staff College
Bronze Star Medal
Republic of Korea Presidential Unit Citation
Meritorious Service Medal
President Harry S. Truman Foundation Governance Fellow

Articles, Presentations, and Publications

- Phillips, J.L., Pasquier, M., Camposano, G., Snare, D. (Pending Publication Review).
Cyberspace as a battleground: Vietnam's strategic contestation in the South China Sea.
Joint Force Quarterly.
- Hu, J. S., Pangaro, L. N., Gloria Andrada, B. M., Ceasar, R. C., & Phillips, J. L. (2024).
Physician leadership and burnout: The need for agency; a qualitative study of an
academic institution. *Journal of Healthcare Leadership*, 16, 121–130.
<https://doi.org/10.2147/JHL.S419203>
- Hu, J. S., Phillips, J., Wee, C. P., & Pangaro, L. N. (2022). Physician burnout-Evidence that
leadership behaviors make a difference: A cross-sectional survey of an academic medical
center. *Military Medicine*, usac312. Advance online publication.
<https://doi.org/10.1093/milmed/usac312>
- Unger, Z., & Phillips J. (2021). Advancing civilian and military education: The integration of
ADDIE and the joint planning process in curriculum design. *The Asian Conference on
Cultural Studies 2021: Official Conference Proceedings*.
<https://doi.org/10.22492/issn.2187-4751.2021.2>
- Phillips, J. (2019). Tactical maneuver in the cyber domain: Dominating the enemy. *Joint Force
Quarterly*, 93. <https://ndupress.ndu.edu/JFQ/Joint-Force-Quarterly-93.aspx>
- Phillips, J. (2016). *Hermeneutic inquiry and just war theory: Finding meaning in a post-war
society* [Doctoral dissertation: Georgetown University].
- Phillips, J. (2012). Legacies of Islam: The foundational principles of the four schools of Sunni
Islam. *Writing Across the Curriculum*, VI. Georgetown University Press.
[https://static.scs.georgetown.edu/upload/kb_file/LSP_Writing_Across_the_Curriculum
Vol6.pdf](https://static.scs.georgetown.edu/upload/kb_file/LSP_Writing_Across_the_Curriculum_Vol6.pdf)
- Travis, R. & Phillips, J. (2002, February). *Military spending in developing countries: A
consideration of regional and domestic determinants*. Joint Mississippi-Louisiana
Political Science Association Meeting, Jackson, MS.
- Travis, R., & Phillips, J. (2002, March). *Systematic, regional, and domestic determinants of
military spending in developing countries.*” Annual International Studies Association
Conference, New Orleans, LA.