

# **Improving Command Climate, Unit Cohesion, and Warfighter Readiness**

**Committee**

# Armando X. Estrada

## Chair

Armando X. Estrada (AXE) serves as a Professor in the Department of Policy, Organizational and Leadership Studies and is the Program Coordinator for the Adult Learning, Training and Organizational Development Program at Temple University. Over the course of his career, he has been responsible for leading, planning, designing and managing portfolios of intramural and extramural research on factors influencing cohesion, resilience, readiness and effectiveness within teams and organizations with particular focus on military environments. He previously served as a Program Manager and Senior Research Psychologist with the Foundational Science Research Unit of the US Army Research Institute for the Behavioral and Social Sciences where he led efforts to advance theories, methods, policies and practices related to the development, maintenance and enhancement of cohesion within large, multi-echelon units and organizations within the military environment. His work has encompassed both theoretical and applied studies carried out in laboratory and field settings with interdisciplinary collaborators within DoD, academia and industry in the United States, Sweden and The Republic of Georgia. As part of his scholarly activities, Dr. Estrada has provided leadership support, research and technical advice to working groups and taskforces in the Office of the Secretary of Defense and the Headquarters of the Department of the Army-Deputy Chief of Staff for Personnel; the Swedish Minister of Equality, the Swedish Department of Defence; the Ministry of Defence for the Republic of Georgia; among many others. Dr. Estrada has also assisted with the leadership, administration and management of academic programs in Leadership Education and Development; Executive and Strategic Leadership; Experimental Psychology; and Adult and Organizational Development at a variety of institutions of higher learning including the US Naval Postgraduate School; US Naval Academy; The Eisenhower School for National Security and Resource Strategy (formerly The Industrial College of the Armed Forces), The National Defense University; Washington State University; and Temple University. He has taught undergraduate and graduate courses in Statistics (including univariate, bivariate and multivariate statistics), Experimental Design and Analyses; and undergraduate and graduate courses in Industrial and Organizational Psychology; Military Psychology; Social Psychology; and specialty graduate courses in Adult and Organizational Development, Executive and Strategic Leadership; and National Security Strategy. Dr. Estrada earned his BA and MA in Psychology from the California State University at Los Angeles and PhD in Industrial and Organizational Psychology from the University of Texas at El Paso. Dr. Estrada is a fellow of several societies including the Inter-University Seminar in the Armed Forces; the Society for Military Psychology; the Society for the Psychology of Women; and the American Psychological Association. Dr. Estrada is the recipient of the 2014 Charles S. Gersoni Award for Excellence in Military Psychology from the American Psychological Association Division 19 Society for Military Psychology and the 2022 John C. Flanagan Award for Lifetime Achievements in Military Psychology from the American Psychological Association Division 19 Society for Military Psychology. Dr. Estrada is actively involved in the Society for Military Psychology having served as the society's first graduate student representative, Chair of the Membership Committee, Member at Large, President of the Society for Military Psychology in 2011 and most recently as Editor in Chief of Military Psychology. Prior to his professional career, Dr. Estrada served in the United States Marine Corps.

# **Wendy Masiello**

## **Vice Chair**

Wendy Masiello retired from the United States Air Force as a Lieutenant General, and is president of Wendy Mas Consulting, LLC. Prior to her retirement, General Masiello was Director of Defense Contract Management Agency, Deputy Assistant Secretary (Contracting), Office of the Assistant Secretary of the Air Force for Acquisition, and Program Executive Officer for the Air Force's \$65 billion Service Acquisition portfolio. She commanded the 96th Air Base Wing at Edwards Air Force Base CA and deployed to Iraq and Afghanistan as Principal Assistant Responsible for Contracting for Forces. She is currently a director on five corporate boards, the Procurement Round Table and a member of the National Academy's Capability Development Panel under the Air Force Studies Board. In 2021, Masiello co-chaired the National Academy's study "Improving Defense Acquisition Workforce Capability in Data Use" sponsored by the Department of Defense. Medals include the Distinguished Service Medal, Legion of Merit, and Bronze Star. Other recognition: Texas Tech University and Rawls College of Business Distinguished Alumni awards, National Contract Management Association (NCMA) Fellow, Certified Professional Contracts Manager and former Chair of NCMA's national board. Masiello holds two Master of Science degrees, graduated with distinction in her three Air Force professional development programs, and completed Harvard's Kennedy School Senior Managers in Government.

# **Christopher P. Azzano**

## **Member**

Chris Azzano is vice president of Test & Evaluation (T&E) for Northrop Grumman Aeronautics Systems sector. In this role, Azzano is responsible for all Test & Evaluation personnel, processes, and tools for manned and unmanned aeronautical programs either developed or tested within the Aeronautics Systems sector. The nearly 2000-person strong T&E discipline operates a wide range of system integration labs, structural test facilities and wind tunnels to support experimental, developmental and acceptance testing. Flight testing is accomplished in 12 different aircraft types by 19 distinct operating units. Prior to leading T&E, Azzano was vice president and deputy program manager for the B-21 Raider program within the Strike division at Northrop Grumman Aeronautics Systems. Azzano served over 30 years in the United States Air Force, retiring as a major general. In his last role, he commanded the Air Force Test Center at Edwards Air Force Base (AFB), California where he directed a \$31 billion enterprise of more than 18,000 military, civilian and contractor personnel across Edwards AFB, Eglin AFB and Arnold AFB. A command pilot, he has more than 2,900 flying hours in 35 aircraft types. He was previously a commander at the squadron, group, and twice at the wing level. Azzano graduated from Purdue University with a Bachelor of Science in aerospace engineering and from Stanford University with a Master of Science in aerospace engineering. He also received a master's degree in strategic studies from Air War College and is a graduate of the United States Air Force Test Pilot School and Air Force Legislative Fellowship program.

## **Matthew J. Chinman**

### **Member**

Matthew Chinman is a Senior Behavioral Scientist at the RAND Corporation, where his recent focus has been on developing strategies to enhance the prevention capacity of community-based prevention practitioners. As such, he codeveloped the Getting To Outcomes (GTO) model and is leading the development and testing of several GTO-based guides that are aimed at assisting local communities in planning, implementing, and evaluating prevention programs in the areas of substance abuse prevention, underage drinking prevention, youth development, homelessness, home visiting, and teen pregnancy prevention. Most recently he has applied GTO to the prevention of sexual assault and harassment in the military. Dr. Chinman is also a Research Scientist at the VISN 4 Mental Illness, Research, Education and Clinical Center (MIRECC) at the Pittsburgh VA Medical Center, where his overall focus is on developing and testing various interventions to improve the recovery of individuals with serious mental illnesses. As part of that initiative, he has been developing and assessing strategies that involve mental health consumers in service-providing roles in order to improve the quality of their care. Chinman received his Ph.D. in Clinical/Community Psychology from the University of South Carolina and completed an internship in clinical/community psychology at the Yale University School of Medicine.

## **Cailin Crockett**

### **Member**

Cailin Crockett is currently a Visiting Practitioner in the Department of Foreign Policy and Global Security at American University's School of International Service. She has advanced the safety and wellbeing of women, children and families for more than a decade through government service spanning multiple Administrations, and held executive roles at the White House and the Department of Defense, where she led national and global initiatives to prevent sexual violence, boost economic security for military spouses, and oversaw the implementation of bipartisan reforms to the military justice system. Prior to a three-year tour on the National Security Council as the Director for Military Personnel and Readiness, Crockett served as the Chief of Staff to the 90-Day Independent Review Commission on Sexual Assault in the Military. She holds a Masters of Public Health from the Johns Hopkins Bloomberg School of Public Health, where she was a Bloomberg American Health Fellow focused on violence prevention. A California native, Cailin went to UCLA and has spent time living in the U.K., where she earned a Master's degree in Politics from the University of Oxford.

## Joseph Fahrney

### Member

Joseph D. Fahrney is a retired Command Master Chief in the United States Navy with 34 years of active-duty service, including six tours as a senior enlisted leader across operational and academic commands. His final assignment was as Command Senior Enlisted Leader for the U.S. Naval War College, where he served as a principal advisor to the President and Provost on matters of organizational climate, student success, and institutional culture. Fahrney's professional expertise centers on leadership development, mentorship, organizational climate and cohesion, and the retention of historically marginalized professionals in high-stakes academic and operational environments. His work emphasizes inclusive leadership practices, trauma-informed coaching, and prevention of destructive behaviors, with particular attention to gender equity, force welfare, and ethical leadership. He has taught leadership, ethics, and strategic studies at the U.S. Naval Community College and the U.S. Naval War College and contributed to curriculum development related to Women, Peace, and Security. His honors include multiple awards for senior military leadership, including the Legion of Merit. He is a Certified Executive Coach and a Department of Defense-certified Sexual Assault Victim Advocate.

Fahrney holds a Master of Science in Leadership and a Certificate of Advanced Graduate Studies (CAGS) and is completing an Ed.D. in Educational Leadership at Johnson & Wales University.

## Amanda Houpt

### Member

Amanda Houpt, MPH, is a health behaviorist, instructional designer, dynamic trainer, and consultant who specializes in interpersonal violence prevention (including workplace bullying and harassment), bystander intervention, and creating positive organizational cultures. She has designed and delivered hundreds of trainings on these topics in a variety of settings. She currently serves as Head of Needs Assessment at Percepta, where she leads a team of instructional designers and technical writers who create customer service training. In early 2020, she founded Chrysalis Training and Learning Solutions to help professionals realize their potential through education and training. Prior to that she served as a Senior Trainer and Research and Evaluation Specialist at Alteristic, where she conducted needs assessments and cross-functionally collaborated to design, develop, implement, and evaluate interpersonal violence prevention curricula and professional trainings for diverse clients. Notable projects: co-developed adaptive learning curriculum for the US Air Force (2018-2020), developed 3 technical assistance packages for the DOJ (2018-2019), and co-developed an online certification program for HR professionals conducting workplace investigations. She holds a BA in English from Smith College, an MPH in Health Behavior from UNC Chapel Hill, and is a SHRM Certified HR Professional.

## **Samuel Hunter**

### **Member**

Sam Hunter is the Regents-Foundation Professor of Industrial and Organizational Psychology at the University of Nebraska at Omaha and director of academic research at the National Counterterrorism Innovation, Technology, and Education Center (NCITE). He is a fellow at the Society for Industrial and Organizational Psychology (SIOP) and the National Strategic Research Institute, as well as a former fellow at the International Center for the Study of Terrorism at Penn State University. He spent 14 years at Penn State, achieving the rank of full professor. Hunter's work focuses on leadership and innovation, considering the malign and benevolent application of each. He has published more than 110 peer-reviewed journal articles, books, and book chapters. He has received funding from the National Science Foundation, the Department of Homeland Security, Office of Naval Research, and the U.K. Home Office. His work has been featured in Fortune, Fast Company, MSN, Washington Post, CNN, Yahoo, Voice of America, VoxPol, and The Week.

## **Vicki J. Magley**

### **Member**

Vicki J. Magley (Ph.D., 1999, University of Illinois at Urbana-Champaign, Social/Organizational Psychology) is a Professor in the Department of Psychological Sciences at the University of Connecticut. The main focus of her research lies within the domain of occupational health psychology and combines both organizational and feminist perspectives in the study of workplace sexual harassment and incivility. Specifically, she is interested in understanding how individuals cope with and organizations manage such mistreatment. Much of her research has derived from consulting with organizations in understanding their climate of mistreatment and in evaluating interventions designed to alter that climate. Dr. Magley is a past President of the Society for Occupational Health Psychology (SOHP), is program head for the Industrial/Organizational Division in the UConn Department of Psychological Sciences, and is PI on a 23-year, NIOSH-funded training grant in Occupational Health Psychology. She was one of four research experts working with the National Academies of Sciences, Engineering and Medicine 2018 consensus study on sexual harassment in academia and Chairs the Advisory Committee of the (follow-up) NASEM Action Collaborative that is working with over 50 institutions of higher education across the country, implementing the recommendations of the 2018 report.

## **Barry L. Shoop**

### **Member**

Barry L. Shoop is Dean of Engineering at the Albert Nerken School of Engineering at the Cooper Union for the Advancement of Science and Engineering in Manhattan, NY. Dr. Shoop assumed the role of Dean on January 1, 2019. In this capacity, he leads the largest of The Cooper Union's schools comprised of eight academic departments supporting an average enrollment of roughly 480 undergraduate and another 70 graduate students. Prior to his current position, he retired as a Brigadier General after a 39-year career in the U.S. Army, with the last 25 years at the U.S. Military Academy at West Point. While at West Point, he served in a number of key leadership roles including Director of the Photonics Research Center, Director of the Electrical Engineering Program and his last position was Professor and Head of the Department of Electrical Engineering and Computer Science. Earlier in his career, he was a satellite communication engineer responsible for the design and installation of a high-capacity, global digital communication network, and also the Chief Technology Officer for a US\$4.5B organization addressing the Improvised Explosive Device (IED) challenge worldwide. Dr. Shoop received a B.S. degree from the Pennsylvania State University and Ph.D. from Stanford University, both in Electrical Engineering. He is a Fellow of the IEEE, OSA, and SPIE. Dr. Shoop has served on the Board of Directors of OSA, ABET, and IEEE and in 2016, Dr. Shoop served as the IEEE President and CEO. In 2019, he was elected to the National Academy of Engineering.

## **M. Gabriela Torres**

### **Member**

Dr. M. Gabriela Torres, PhD is a Professor of Anthropology and former Vice Provost at Rhode Island College. She was previously Professor of Anthropology and Associate Provost at Wheaton College. Dr. Torres is a recognized higher education leader with training for executive positions as an American Council on Education Fellow and Academy for Innovative Higher Education Leadership at Arizona State University and Georgetown University. She has published over 35 peer-reviewed articles, research reports, and book chapters, in addition to volumes on Marital Rape and Sexual Violence in Intimacy. Most recently, Dr. Torres has published regularly on intercultural teaching and learning, mentoring in higher education, and on equity policies. Her record of recognized excellence in scholarship and leadership is evidenced through the award of three theoretical advancement national grants in Anthropology and Public Health, a national humanities award, a national award for gender equity, a best article prize in Latin American Studies, and two national teaching development grants. She currently sits on the advisory committee of NASEM's Action Collaborative on Preventing Sexual Harassment in Higher Education.