

# BRAD R. CARSON

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Having built a distinguished career in public service, law, and education, Brad Carson is a professor at the University of Virginia, where he teaches courses related to national security and public sector innovation. He is also a Senior Advisor at Boston Consulting Group. Mr. Carson was appointed by President Barack Obama in 2015 as the acting Under Secretary of Defense for Personnel & Readiness at the Department of Defense. Mr. Carson oversaw the human resources, military readiness, education and training, and health care of the nearly 5 million servicemembers, civilian employees, and their dependents within the Department of Defense and managed an internal organization of 30,000 employees. For this work, the military historian Richard Kohn (Duke University) hailed Mr. Carson as the most consequential person to ever hold the position. Mr. Carson earlier served as the Under Secretary of the U.S. Army, where he managed the daily operations of the largest military service, and as General Counsel of the U.S. Army, where he managed the world-wide legal operations of the largest military service. A Rhodes Scholar, he is widely published and a noted authority on national security, energy policy, and American politics. From 2001-2005, he served two terms as the U.S. Congressman. Later, he was appointed to the faculty of the business and law schools at the University of Tulsa, where he directed the National Energy Policy Institute and taught academic courses on energy policy, property law, negotiation and game theory, globalization, and law and literature. Mr. Carson deployed as an intelligence officer during Operation Iraqi Freedom and was awarded the Bronze Star for his service. He is host of the podcast “Jaw-Jaw,” which draws nearly 20,000 listeners a week and focuses on the rise of China.

## PROFESSIONAL EXPERIENCE

- PROFESSOR, UNIVERSITY OF VIRGINIA, AUGUST 2018 – PRESENT. Professor at the Batten School of Public Policy, specializing in defense and intelligence issues. Teaches courses on terrorism and counterterrorism, space policy, defense innovation, and the changing nature of war.
- SENIOR ADVISOR, BOSTON CONSULTING GROUP, JULY 2016 – PRESENT. Advises aerospace and defense commercial clients and public sector clients, including various ministries of defense, of international consulting firm. Areas of expertise include legal reform, change management, human capital and talent management development, and executive leadership. Works in aerospace and defense practice area, as well as people operations and public sector. Involved extensively with Industry 4.0, a change in business driven by robotics, distributed manufacturing, and artificial intelligence.
- UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS) (ACTING), 2015 – APRIL 2016. Spearheaded the Department of Defense’s “Force of the Future” reforms, the largest personnel

changes to the military and civilian workforce in nearly 50 years. Oversaw the introduction of women into all combat positions in the military and personally initiated the effort to allow the open military service of transgender persons. Managed all areas of military readiness, total force management, military and civilian personnel requirements and training, and military and civilian family matters. Led modernization of one of the largest retail systems in the United States - the Defense Exchanges and Commissaries - and revamped the world's largest health care system, comprising 50 hospitals and 200 clinics, with an annual budget of more than \$40 billion.

- UNDER SECRETARY, UNITED STATES ARMY, 2014 – 2016. As Chief Operating Officer of the Department of the Army, led day-to-day-business operations of the global U.S. Army business enterprise, with over 490,000 active duty soldiers, 335,000 National Guard soldiers, 200,000 Army Reserve soldiers, and over 330,000 civilians. Supervised the development and submission of the Army's \$168 billion budget. Responsibilities included, but were not limited to, budget, diversity, business transformation, and energy efficiency initiatives. Directed reorganization of the Army's strategic planning process and reengineered Army headquarters, reducing the staff of nearly 13,000 persons by 20 percent. Appointed by President Barack Obama and unanimously confirmed by the United States Senate.
- GENERAL COUNSEL, UNITED STATES ARMY, 2012 – 2014. Steered the Army legal enterprise with, including military officers, 5,000 personnel in 600 offices across 20 countries. Responsible for all legal issues facing the U.S. Army, including acquisition, ethics, fiscal, personnel, and operational matters. Launched Army-wide ethics training, pioneered the use of innovative contracting mechanisms, and spearheaded military-wide responses to various crises, such as that involving mental health misdiagnoses. Expertise gained in cyberlaw, military justice law, and sexual assault prevention and response. Appointed by President Barack Obama and unanimously confirmed by the United States Senate.
- ASSOCIATE PROFESSOR OF LAW & ASSOCIATE PROFESSOR OF BUSINESS, UNIVERSITY OF TULSA, 2010 – 2012. Joint appointment in University of Tulsa College of Law and the Collins College of Business at the University of Tulsa. Courses taught include: Property Law, Energy Law, Energy Policy, Negotiations and Game Theory, Seminar on Globalization, and Law & Literature.
- DIRECTOR, NATIONAL ENERGY POLICY INSTITUTE, UNIVERSITY OF TULSA, 2010 – 2012. Directed research institute devoted to better understanding American energy policy options. Working with Board of Directors, oversaw \$8 million program budget. Completed multi-million dollar study, buttressed by more than twenty technical papers, entitled "Toward a New National Energy Policy: Assessing the Options." Organized semiannual conferences and numerous symposia on energy issues.
- PRESIDENT & CHIEF EXECUTIVE OFFICER, CHEROKEE NATION BUSINESSES (CNB), L.L.C., Catoosa, OK. 2005 – 2008. Turned around corporation with annual revenues of more than \$400 million. Oversaw 4,000 employees, a capital budget of more than \$100 million per year, and an active acquisition program. During tenure, increased net income from \$67.1 million in 2005 to \$109.4 million in 2008, with growth in revenues from \$275.3 million to \$459.1 million over the same period. Sharpened corporate strategy and corporate governance, instilled new capital budget and operating budget processes, personally negotiated \$200 million credit facility with bank syndicate, turned around acquisition efforts, upgraded internal audit and compliance, and

led legal affairs department.

- OFFICER-IN-CHARGE, WEAPONS INTELLIGENCE TEAMS, 84<sup>TH</sup> EXPLOSIVE ORDNANCE DISPOSAL BATTALION, MULTI-NATIONAL DIVISION SOUTH, IRAQ. 2008 – 2009. Awarded Bronze Star and Army Achievement Medal. Led detachment covering seven forwarding operating bases during Operation Iraqi Freedom
- FELLOW, INSTITUTE OF POLITICS, HARVARD UNIVERSITY, Cambridge, MA. 2005. Conducted seminar at Harvard University on contemporary American politics.
- UNITED STATES HOUSE OF REPRESENTATIVES, Washington, D.C. Member of Congress, 2<sup>nd</sup> District of Oklahoma. 2001 – 2005 (107<sup>th</sup> and 108<sup>th</sup> Congresses). Focused on environmental, transportation, and education issues. Campaigns cited as among most successful and well-run in nation.
- DEPARTMENT OF DEFENSE, Pentagon, Arlington, VA. Special Assistant to the Secretary of Defense for Special Projects & White House Fellow. 1997 – 1998.
- CROWE & DUNLEVY, P.C., Tulsa, OK. Antitrust Attorney. 1994 – 1997, 1999.

## **DEGREES COMPLETED**

- UNIVERSITY OF OKLAHOMA COLLEGE OF LAW, Norman, Oklahoma. J.D., with Highest Honors. Attended 1991 – 1994.
- TRINITY COLLEGE, OXFORD UNIVERSITY, Oxford, United Kingdom. M.A., Politics, Philosophy, and Economics. Attended 1989 – 1991.
- BAYLOR UNIVERSITY, Waco, Texas. B.A., *magna cum laude* with highest honors. Attended 1985 – 1989.

## **SELECTED ACTIVITIES AND HONORS**

- RHODES SCHOLAR. 1989 – 1991.
- POLICY ADVISOR ON DEFENSE ISSUES, KAMALA HARRIS FOR PRESIDENT. 2019.
- ADJUNCT SCHOLAR, RAND CORPORATION. 2017 –.
- ADVISOR, HUMAN RIGHTS WATCH. 2017 – 2018.
- EDITORIAL BOARD, *COMPARATIVE STRATEGY: AN INTERNATIONAL JOURNAL* (ROUTLEDGE). 2019 –.
- BOARD OF EDITORS, *WAR ON THE ROCKS*. 2018 –.

- SECRETARY OF THE NAVY ADVISORY PANEL. 2016 – 2019.
- HOST, *JAW-JAW* (Weekly Podcast Interviewing the World’s Leading China Experts). 2018 – PRESENT (FOUND ON ITUNES, SPOTIFY, AND WARONTEROCKS.COM)
- BRONZE STAR. 2010.
- DISTINGUISHED CIVILIAN SERVICE AWARD, UNITED STATES DEPARTMENT OF DEFENSE. 2014, 2015, 2016 (3 times).
- BOARD OF DIRECTORS, NATIONAL JOB CORPS ASSOCIATION. 2005-2009.
- U.S. JUNIOR CHAMBER OF COMMERCE TEN OUTSTANDING YOUNG AMERICANS. 2002.
- WHITE HOUSE FELLOW. 1997 – 1998.
- EXCEPTIONAL CONTRIBUTION TO LEGAL SERVICES FOR OKLAHOMA. 1996.
- BLEDSOE AWARD FOR OUTSTANDING LAW SCHOOL GRADUATE FROM THE UNIVERSITY OF OKLAHOMA. 1994.
- LEGAL SERVICES OF EASTERN OKLAHOMA BOARD OF DIRECTORS. 1997.

## **SELECT PUBLICATIONS**

- *The Historical Roots And Future Directions For Military Law And Policies On Rape And Sexual Assault* MILITARY PSYCHOLOGY 30:3 (2018).
- *Zeroing Out Preventable Disability: Daring To Dream The Impossible Dream For Dementia Care: Recommendations For A National Plan To Advance Dementia Care And Maximize Functioning*, ALZHEIMER’S & DEMENTIA, 13 (2017) (co-written with 5 others).
- “*The Liberal Moment: What Happened?*”, Symposium Issue of DEMOCRACY: A JOURNAL OF IDEAS (invited article, along with Michael Sandel, Michael Walzer, Danielle Allen, William Galston, Martha Nussbaum, Robert Reich, Katha Pollit, and Joe Klein) (Spring 2010).
- *The Economics Of Renewable Energy*, in THE HANDBOOK OF ENERGY FINANCE (Wiley: 2012) (ed. Simkins).
- RENEWABLE ENERGY ECONOMICS (book manuscript in revision) (available at [www.ssrn.com](http://www.ssrn.com)).
- *The Claremore Diarist*, THE NEW REPUBLIC (November 22, 2004).
- *Pay To Play*, BLUEPRINT MAGAZINE (May 31, 2005).

- *The Fall Of The House Of Representatives*, DEMOCRACY: A JOURNAL OF IDEAS (September 2006) (review of THE HOUSE: A HISTORY OF THE HOUSE OF REPRESENTATIVES by Robert Remini).
- *Smart Development Subsidies*, DEMOCRACY: A JOURNAL OF IDEAS (part of “20 Ideas for the Next President”) (Spring 2008).
- *Tate v. Browning-Ferris Industries: Oklahoma Adopts A Common Law Action For Employment Discrimination*, 46 OKLA. L. REV. 557 (1993).
- *Legal Issues Facing Small Businesses And Their Owners* (with Michael Troilo), in HUMAN RESOURCE MANAGEMENT IN SMALL BUSINESS (New Horizons In Management) (eds. Cooper and Burke) (2012)
- *Federal Appellate Practice* (with the Honorable Robert E. Bacharach (Tenth United States Circuit Court of Appeals), in APPELLATE MANUAL FOR OKLAHOMA LAWYERS (eds. Muchmore & Ellis) (3 vols.) (1997).
- *Defense Reform In The Next Administration: What To Do* (with Morgan Plummer), [www.warontherocks.com](http://www.warontherocks.com) (September 12, 2016).
- *Military Power Is All About People: A Return To Military Personnel Reform* (with co-authors), [www.warontherocks.com](http://www.warontherocks.com) (July 27, 2017).
- *You Don't Get To the NDAA Personnel Reforms Without Force Of The Future*, [www.warontherocks.com](http://www.warontherocks.com) (August 13, 2018).
- *The Pentagon's Fig Tree: Reforming The Military Health System* (with Morgan Plummer), [www.warontherocks.com](http://www.warontherocks.com) (September 26, 2016).
- *The Chickens Are Ready To Eat: The Fatal Ambiguity Of "Readiness"* (with Morgan Plummer), [www.warontherocks.com](http://www.warontherocks.com) (November 7, 2016).
- *A Modest Proposal On Military Suicide And Military Sexual Assault* (with Morgan Plummer), [www.warontherocks.com](http://www.warontherocks.com) (December 14, 2016).

### **SELECT PRESENTATIONS 2017 – 2020**

- Invited Talk to the Alexander Hamilton Society on “Is War with China Inevitable?” University of Virginia, Charlottesville, Virginia, January 22, 2019.
- Talk to Batten students about Iran and resiliency, University of Virginia, Charlottesville, Virginia, January 22, 2019.
- Speech to Partnership for a Secure America, Washington, D.C., December 6, 2019.

- Invited Keynote Talk to the Atlantic Council “Out in National Security” Conference. June 3, 2019.
- Invited Talk to the U.S. Air Force “Future of the Air Force” Conference, Santa Monica, California. November 28, 2018.
- Invited Talk to the U.S. Congress (Staff) on “Mental Health Issues in the Military, U.S. Capitol, Washington, D.C. November 2017.
- Invited Talk to the Alexander Hamilton Society, on “The Future of Afghanistan,” University of Virginia, Charlottesville, Virginia. April 15, 2019.
- Invited Talk to Center for Strategic and International Studies on “The Future of Military Leadership,” Washington, D.C. November 13, 2017.
- Invited Talk to the Defense Entrepreneurs Forum on “Defense Innovation,” Washington, D.C. June 14, 2017.
- Invited Talk to the Under Secretary of the Navy on “The Navy Education Enterprise,” Washington, D.C. September 15, 2018.

## **COURSES TAUGHT SUMMARY**

- Terrorism & Counterterrorism: Policy and Problems; University of Virginia, 2018 – present.
- Principles of Foreign Policy Assessment (Graduate Seminar); University of Virginia, 2020.
- Dirty Hands: The Ethics of Action; University of Virginia, 2020.
- Energy Policy Capstone Course; University of Virginia, 2020.
- Extremist Violence in Film & Literature; University of Virginia, 2019.
- Military Power & War: The Question of Conventional Deterrence (Graduate Seminar); University of Virginia, 2019.
- Innovation In The Public Sector And Military; University of Virginia, 2018 – present.
- Space Policy; University of Virginia, 2018.
- Energy Policy; University of Tulsa, 2010 – 2012.
- Game Theory & Bargaining; University of Tulsa, 2011-2012.
- Law & Philosophy of Property; University of Tulsa, 2010-12.

- Globalization; University of Tulsa, 2011.
- Law & Literature; University of Tulsa, 1997.

### **MISCELLANEOUS & PERSONAL**

- Married to Julie Kruse Carson (Department of Defense attorney specializing in sexual assault prevention and response).