

Curriculum Vitae: Steven Gabriel, DBA
E-mail: sgabriel@apu.edu

EDUCATION

Doctor of Business Administration, U.S. International University (San Diego, California), 1996.
Field of study: strategic management.

Dissertation abstract: "Empirical Validation of a Theory of Resistance to Change in Organizations Undergoing Transformation."

The management of change has become an increasing problem facing organizations as their environments become more turbulent. Frequently, programs of organizational change fail because of resistance. The *Theory of Resistance to Transformational Change* (1) identifies the factors that affect resistance, (2) offers tools for measuring these factors, (3) describes the process of resistance to change, and (4) defines a mathematical expression of the resistance process. This theory was tested in cases of transformational change -- observed resistance was compared with resistance predicted by the theory. In each case, the predictions closely matched the observed resistance. Based on this data it was concluded that the proposed Theory is a valid predictor of resistance and can provide practical tools for Strategic Managers to assist in successful organizational transformations. Building on the strategic paradigm developed by Dr. H. I. Ansoff, the Theory provides insight into previously unexplored areas of strategy development and implementation. Strategic Managers can implement the theory to minimize resistance in the implementation phase of an organizational transformation.

Master of Science, Western New England College (Springfield, Massachusetts), 1982.
Field of study: engineering management.

Bachelor of Arts, Concordia College (Moorhead, Minnesota), 1976. Majors: mathematics and biology; minor: chemistry.

CERTIFICATIONS AND PROFESSIONAL ACCOMPLISHMENTS

2017 Certified presenter, Introduction to Centering Prayer, Benet Hill Monastery, Colorado Springs, Colorado.

2010 Certified spiritual director, Benet Hill Monastery, Colorado Springs, Colorado.

2006 Certified volunteer chaplain, Memorial Hospital, Colorado Springs, Colorado.

2002 Air Force certification as Operational Risk Management facilitator.

2000 Certified Operational Architecture Practitioner using the Unified Modeling Language.

1998 Department of Defense-certified Business Process Reengineering practitioner.

ACADEMIC POSITIONS HELD

2012-present Senior Adjunct Instructor, Azusa Pacific University School of Business and Management. Graduate courses taught: Strategic Management; Global Strategic Management; Management for the Worldwide Organization; Organizational Process Improvement; Current Issues in Business and Management; Master's Project in Management. All on-line courses.

1996-2000 and 2007-2008 Adjunct Instructor, Alliant International University School of Business and Management. Graduate courses taught: Introduction to Strategic Management; Contributors to Strategic Management; Transnational Strategic Management; Strategic Capability for Transformational Organizations; Strategic Management in Turbulent Environment. In-person and on-line courses.

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- 2001-2007 Doctoral dissertation committee member for four dissertations, Alliant International University.
- 1986-1989 Assistant Professor of Aerospace Studies (Air Force ROTC), Loyola Marymount University. Undergraduate courses taught: Political Science and National Security; Leadership and Management.

BUSINESS AND MANAGEMENT ASSIGNMENTS

- 1997-present Principal Senior Engineer, Serco, Inc. (Colorado Springs, Colorado). Primary duties: Defined space-related operational requirements and employment concepts, conducted architecture analyses and trade-off studies, performed systems engineering analyses, prepared operational and technical assessments, and participated in system design for the U.S. Space Force and U.S. Space Command space control systems and related systems. Primary technical support for Laser Clearinghouse that provides protection of satellites from laser illumination. Developed policies, processes and procedures for military lasers.
- 1994-1997 Lieutenant Colonel, U.S. Air Force (Peterson Air Force Base, Colorado). Chief of Space-Based Systems Requirements. Primary duties: Responsible for planning new Space-Based Infra-Red System for missile warning. Conducted ground site selection studies, wrote manpower needs assessment and organization report. Defined ground segment requirements, prepared operations and maintenance budgets, planned transition from existing missile warning facilities to new capabilities. Supervised construction requirements and planning for new operations facility.
- 1989-1994 Major, U.S. Air Force (Schriever Air Force Base, Colorado). Chief of Operations for Global Positioning System. Primary duties: responsible for operations of Global Positioning System satellites that provide navigation information to military and civilian users worldwide. Led 125-person operational staff that controlled 27 GPS satellites. Tasks included supervising crew force, training staff, technical/engineering staff, quality assurance office, and user interface group.
- Prior to 1989 Captain, U.S. Air Force (Los Angeles Air Force Station, California). Chief of Advanced Plans for the Launch Vehicles Directorate. Primary duties: led long range planning, contracting, and programming in Inertial Upper Stages program office. Headed negotiating team on \$500 million contract. Launch site liaison with NASA for missions at Kennedy Space Center and Mission Control Center in Houston.

PUBLICATIONS

- “Laser Clearinghouse - Policy and Implementation” by R. Morris and S. Gabriel, presented at 14th AAS/AIAA Conference on Space Flight Mechanics, February 2004.
- “Predictive Avoidance Methodologies for Satellite Safety During Directed Energy Test & Evaluation” by S. Gabriel and MAJ A. Riter (U.S. Army), presented at Directed Energy Professional Society Test & Evaluation Conference, July 2008.

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- “Directed Energy Testing Issues, Practices and Solutions for Satellite Safety” by S. Gabriel and LT H. Lehmann (U.S. Navy), presented at Directed Energy Professional Society Conference, August 2009.
- “Empirical Assessment: Satellite Safety During Testing of Directed Energy Systems in Airborne Scenarios” by S. Gabriel, LT S. Beltran (U.S. Navy), and D. Kohlhepp, presented at Directed Energy Professional Society Conference, August 2010.
- “Directed Energy Test & Evaluation Lessons Learned for Satellite Safety Solutions” by S. Gabriel, H. Lehmann, LT M. Kattula (U.S. Navy), D. Kohlhepp and D. Newton, presented at Directed Energy Professional Society Test and Evaluation Conference, August 2011.
- “High Energy Laser Technology Demonstrator Process and Test Results for Satellite Safety Solutions” by S. Gabriel, J. Bukley, K. Warden, LT M. Kattula (U.S. Navy) and D. Kohlhepp, presented at Directed Energy Professional Society Test and Evaluation Conference, August 2012.
- “Laser Deconfliction Modeling and Simulation for Future Weapons and Operational Systems: Fostering Targeted Comparisons of Directed Energy Weapon Performance for DoD Missions” by S. Gabriel, H. Witts, D. Kohlhepp and J. Dewsnap, presented at Directed Energy Professional Society System Symposium, August 2013.
- “Laser Deconfliction Solutions for Future Weapons and Operational Systems: Accelerating the Transforming Power of Laser Weapons” by S. Gabriel, H. Witts and D. Kohlhepp, presented at Directed Energy Professional Society System Symposium, August 2013.
- “Current Advances in Space Deconfliction for High Energy Laser Battlefield Weapons” by S. Gabriel, H. Witts, P. Simpson and D. Kohlhepp, presented at 16th Annual Directed Energy Professional Society Directed Energy Symposium, March 2014.
- “The Impact of Satellite Safety Solutions on Laser Weapon Combat Effectiveness” by S. Gabriel, J. Bukley, H. Witts and D. Kohlhepp, presented at Directed Energy Professional Society System Symposium, August 2014.
- “Space Deconfliction Readiness for Pivot to the Pacific Laser Weapons” by S. Gabriel, H. Witts, Maj C. Hulme (U.S. Marine Corps), M. Olson and D. Kohlhepp, presented at Directed Energy Systems Symposium, August 2014.
- “Lessons Learned for Satellite Safety & Directed Energy System Integration” by S. Gabriel, H. Witts, LCDR E. Miller (U.S. Navy), and J. Dewsnap, presented at Directed Energy Symposium, March 2016.
- “Strategies for Incorporating Refraction into Satellite Safety Approaches” by S. Gabriel, J. Dewsnap, H. Witts and U. Bhapkar, presented at Advanced High-Power Lasers and Beam Control Conference, June 2016.
- “Strategies for Incorporating Refraction into Satellite Safety Approaches”, S. Gabriel, J. Dewsnap, H. Witts and U. Bhapkar, *Journal of Directed Energy*, Volume 6, Spring 2017, pages 159-174.
- “DoD Laser Deconfliction Tools for Satellite Safety -- Solutions, Current Capabilities and a Look to the Future” by S. Gabriel, J. Dewsnap, H. Witts and Maj S. Serniak (U.S. Air Force), presented at Directed Energy Systems Symposium, September 2018.

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“Overview of Satellite Safety and Astronomy Lasers” by S. Gabriel, J. Dewsnap, and H. Witts, presented at 13th Annual Workshop on Laser Technology and Systems for Adaptive Optics, June 2019.

“Protecting Satellites from Inadvertent Laser Effects with Decentralized Deconfliction” by S. Gabriel, J. Dewsnap, S. Serniak, H. Witts, and LCDR J. Powell (U.S. Navy), Annual Directed Energy Science and Technology Symposium, March 2020.

“Protecting Satellites from Inadvertent Laser Effects” by S. Gabriel, J. Dewsnap, and H. Witts, presented at Directed Energy Systems Symposium, November 2020.

OTHER RELEVANT EXPERIENCE

Kairos Prison Ministry International -- a global prison ministry with 30,000 volunteers putting on programs in over 400 prisons across the U.S. and in nine other countries.

- Kairos International Board of Directors (2005-2011): Board Chairman (2 years), Board Vice-Chairman (2 years), International Council President (1 year), Long-Range Planning Committee Chairman (5 years).

- Member of Colorado State Chapter Committee (1999-2007); Chairman (2 years), Representative to International Board (3 years), Secretary (2 years), Training Coordinator (2 years).

- Kairos and Department of Corrections volunteer at Fremont Correctional Facility (Colorado), 1998 - 2012.

St Vincent de Paul Society (outreach to the poor and those in need): 2012-present, Chapter Treasurer (8 years), District Treasurer (2 years).

Volunteer Chaplain at Memorial Hospital (Colorado Springs): 2011-2020. Certified Volunteer Chaplain providing spiritual care to hospital patients.

Spiritual retreat and formation facilitator at Benet Hill Monastery, Colorado Springs: 2013-2020. Facilitated spiritual retreats, prayer workshops, and spiritual formation programs. Certified by Contemplative Outreach as presenter for Centering Prayer Introductory Workshop.

Pikes Peak Chapter of Compassionate Friends (support group for parents whose child has died): 1991-present, Steering Group member (27 years), database administrator (21 years).

Boy Scouts of America: 1996-2008, Cub Scout Den leader (4 years) and Pack Treasurer (2 years), Boy Scout Troop Committee (2 years), Troop Chaplain (5 years), Assistant Scoutmaster (5 years); member of Order of Arrow (Scouting Honor Society).

Academy School District #20 (Colorado Springs): member of Strategic Plan development committee (1997), member of Mission & Vision development committee (1999), school accreditation visit team member (2 years).

Explorer Elementary, Timberview Middle School, and Liberty High School (Colorado Springs): School Improvement Committee member from 1996-2007 including Committee Chairman (7 years) and Secretary (3 years).

City of Colorado Springs: Cemetery Advisory Committee and Friends of the Cemetery member from 1994-1999, Chairman for 5 years.