

Michael G. Barger, Ed.D.

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PROFESSIONAL EXPERIENCES

University of Michigan, Stephen M. Ross School of Business

Executive Director, Ross Online

Assistant Clinical Professor, Business Administration

2020-

Reporting to the Dean, responsibilities include duties as a Clinical Faculty member and oversight of Ross Online. Significant highlights of the position include:

- Established, developed, and led Ross Online – a new digital education unit created to design, develop, and deliver digital education to students inside and outside of Ross through degree and certificate programs as well as Executive Education.
- Partnered with units throughout Michigan Ross and across the University of Michigan to develop and deploy digital education policies, procedures, practices, and learning experiences for an extensive collection of audiences.

University of Michigan, Stephen M. Ross School of Business

Executive Director, Office of Strategy and Academic Innovation

Assistant Clinical Professor, Business Administration

2017-2020

Reporting to the Dean, responsibilities include duties as a Clinical Faculty member and oversight of a centralized, shared-services organization composed of five units: Office of Action-Based Learning, Global Initiatives, Digital Education, Living Business Leadership Experience, and the Career Development Office. Significant highlights of the position include:

- Created and served as faculty for a new Ross elective course for both graduate and undergraduate students (BA 455/456/457/656/657) titled The Living Business Leadership Experience. This groundbreaking program was designed to provide immersive, experiential learning opportunities for students as leaders of actual business units supporting real businesses.
- Served as faculty for a graduate level leadership course (MO611) titled Business Leadership in Changing Times: Successful Crisis Management.
- Created a new Digital Education unit to design, develop, and deliver digital education to students inside and outside of Ross through degree and certificate programs as well as Executive Education.

CORPU, Inc., Philadelphia, Pennsylvania

Chief Operating Officer, Chief Learning Officer

2011-2017

Reporting to the CEO, responsibilities include the coordination and execution of all academic partner management, program content development, faculty network management and course delivery activities. Significant highlights of the position included:

- Developed over 60 online courses for delivery through the CorpU platform with world-renowned faculty from some of the most respected academic institutions in higher education (e.g., Michigan, Harvard, Penn, MIT, NYU, George Washington, Penn State, and others)
- Served as Faculty for many CorpU courses. Have led over 700 cohorts composed of over 25,000 CorpU students, primarily in three subject areas: Change Leadership (Wharton), Positive Leadership (Michigan), and The Mutual Gains Approach to Negotiation (Harvard).
- Established standards for CorpU program development and delivery; faculty network selection and management; faculty/moderator development and certification; partner management; and GUI requirements.

JETBLUE AIRWAYS CORPORATION, Forest Hills, New York

Senior Vice President, Strategic Talent Management

Chief Learning Officer, JetBlue University

2010-2011

Reporting to the Chief People Officer, responsibilities include oversight of Talent Acquisition, Talent Development, Succession Planning, Workforce Intelligence, and JetBlue University. Significant elements of the position included:

- Develop and implement a Talent Acquisition strategy to preserve and improve JetBlue's position as the preferred employer in the airline industry.
- Develop and implement a company-wide Talent Development strategy to ensure career development and advancement opportunities for Crewmembers at every level of the organization.
- Develop and implement a Leadership Development and Succession Planning strategy that provides targeted development opportunities, career pathways and robust succession plans for leaders of all levels at JetBlue.
- Make JetBlue a truly Great Place to Work through the development of a Workforce Intelligence strategy that improves Crewmember engagement using a best-in-class approach to the collection, analysis and sharing of workforce feedback.
- Maintain operational control of JetBlue University and ensure the effective execution of its contribution to JetBlue's Talent Development strategy.

JETBLUE AIRWAYS CORPORATION, Forest Hills, New York

Senior Vice President, Fleet Operations

Chief Learning Officer, JetBlue University

2007-2010

Reporting to the Chief Operating Officer, responsibilities included oversight of Flight Operations, Technical Operations and all training conducted at JetBlue University. Significant accomplishments included:

- Senior leader of JetBlue's 2100-member Flight Operations team and 800-member Technical Operations team. Responsible for all JetBlue A320 and E190 aircraft and managed an annual budget of \$2.5B+
- Executive Committee Team member.
- Strategy Management Officer. Led JetBlue Balanced Scorecard effort as the Officer responsible for managing, communicating and tracking the long-term JetBlue strategic plan.
- Maintained operational control of JetBlue University
- Emergency Command Center Director. Lead Executive of the JetBlue Emergency Command Center.
- Served as a Captain and PIC on the E190 aircraft.

JETBLUE AIRWAYS CORPORATION, Forest Hills, New York
Vice President, Chief Learning Officer, JetBlue University
1999-2007

Reporting to the Chief Operating Officer, responsibilities included all training conducted at JetBlue University. Significant accomplishments included:

- Co-founder of JetBlue Airways as a member of the start-up team in 1999
- Founded and maintained operational control of JetBlue University—a 180-member corporate learning team delivering education at five campuses across the US. Led the design, development and delivery of all JetBlue training ensuring initial airline certification and continued authorization to conduct Part 121 passenger operations.
- Emergency Command Center Director. Lead Executive of the JetBlue Emergency Command Center managing the JetBlue Officer team through crisis response. Served in this capacity since 2001.
- Served as a Captain and PIC on the E190 since 2005. Previously served at JetBlue as a Captain and Check Airman on the A320 aircraft. Served as a Delivery Pilot on both types of JetBlue aircraft.

UNITED STATES NAVY, STRIKE FIGHTER SQUADRON 34, Jacksonville, Florida
Training Department Head, Tactics Instructor, Aviator
1996-1999

Reporting directly to the Commanding Officer, responsibility included managing all aspects of squadron operational conduct, pilot training and qualification advancement. Significant accomplishments included:

- Highly decorated, combat experienced Strike Fighter Pilot and Instructor; Achieved the rank of Lieutenant Commander
- Achieved the highest level of flight leader qualification—authorized by the Chief of Naval Operations to lead the most complex operational missions from land and sea bases
- Created, implemented and administered a comprehensive training program accepted as the model for all US Navy FA-18 squadrons
- Hand selected by the Theater Commander to represent the US Navy as the Operational Subject Matter Expert during NATO planning for combat operations in the middle east
- Received an honorable discharge in 1999 to pursue opportunities outside the US Navy

**UNITED STATES NAVY, NAVY FIGHTER WEAPONS SCHOOL (TOPGUN),
San Diego, California**
Training Department Head, Chief Instructor, Aviator
1993-1996

Reporting directly to the Commanding Officer, responsibility included managing all aspects of the TOPGUN training course, squadron operational conduct, instructor training and development, student pilot training and qualification advancement. Significant accomplishments included:

- Solely responsible for the standardized training of all staff and student aviators to include flight evaluations, academic materials, lecture content, and faculty effectiveness
- Managed a staff of 32 best in class Instructors, a fleet of 42 high performance fighter aircraft (FA-18, F-14 and F-16N) and an annual budget of \$200M+
- Worked extensively with government contractors in the design, acquisition, and implementation of new military technology and systems
- US Military Subject Matter Expert on Laser Guided Weapons and Delivery Systems and the FA-18 radar system
- Prolific contributor and editor of the *TOPGUN Journal*—a classified publication offering insight on military strategies, tactics, technology and threat assessment

**UNITED STATES NAVY, STRIKE FIGHTER SQUADRON 15, Jacksonville, Florida
Weapons Training Officer, Tactics Instructor, Aviator
1990-1993**

Reporting directly to the Operations Officer, responsibility included managing all aspects of pilot training and qualification advancement. Significant accomplishments included:

- Solely responsible for training squadron aviators in the operation and employment of weapons and systems
- Highly decorated, combat experienced Strike Fighter Pilot—conducted combat missions from aircraft carriers in Operations Desert Storm, Provide Comfort and Deny Flight
- Hand-picked to attend the TOPGUN training course based on aviation excellence, leadership skills, instructor potential and peer respect

**UNITED STATES NAVY, NAVAL AIR TRAINING COMMAND, Various Locations
Naval Aviator Under Training
1987-1990**

- Completed Officer training at NAS Pensacola, Florida as a Distinguished Graduate
- Completed basic flight training at NAS Corpus Christi, Texas as a Distinguished Graduate
- Basic Flight Training Student Pilot of the Year in 1988
- Completed advanced flight training at NAS Beeville, Texas as a Distinguished Graduate
- Advanced Flight Training Student Pilot of the Year in 1990

EDUCATION

Bachelor of Arts in Economics and Psychology, University of Michigan, 1986

Master of Science in Workplace Learning Leadership, University of Pennsylvania, 2008

Doctor of Education in Workplace Learning Leadership, University of Pennsylvania, 2009

Affiliations

- University of Pennsylvania Ed.D. Executive Program in Work-Based Learning Leadership, Co-founder and Advisory Board Member
- Accenture Innovation Forum, Charter member
- ASTD Learning Executives Network, Charter member
- Corporate Leadership Council Learning & Development Roundtable, Member
- MASIE Consortium, Member
- Air Transport Association Operations Council, Member
- Air Transport Association Training Committee, Member
- ASTD, Member

Keynote and Thought Leader Presentations

Barger, M.G. (2021). *How Effective is a “Playbook for Dealing with Crises” in Reality?* Presented as a virtual keynote for Series II of the 2021 Sport & Organization Dynamics Institute Conference.

Barger, M.G. (2021). *Understanding the Stages of Crises: A Necessary Precursor to Successful Emergence.* Presented as the launch keynote for the 2021 Sport & Organization Dynamics Institute Conference.

Barger, M.G. (2020). *Leadership Through Crisis: High-Stakes Decision-Making*. Presented as the keynote address at the 2020 TQIP Annual Scientific Meeting and Training Conference.

Barger, M.G. (2020). *Leading Through Complex Uncertainty: Considerations for Crisis Leadership*. Presented as the keynote address to members of the Michigan Municipal Managers Collaborative.

Barger, M.G. (2020). *High-Stakes Leadership: Decision-Making in Times of Crisis*. Presented as Ross EE Webinar Series open to all current and former EE clients.

Barger, M.G. (2019). *Teaming and Exceptional Organizational Performance*. Presented as the keynote at the AIAMC National Conference, Chicago, IL.

Barger, M.G. (2019). *Crisis Leadership, Not “If”, But “When”*. Presented as the keynote at the CorpU Global Learning Congress, Philadelphia, PA.

Barger, M.G. (2019). *Megatrends and Their Impact on Opportunities for Veterans*. Presented as the keynote at Annual Veterans UM Recruitment Symposium, Ann Arbor, MI.

Barger, M.G. (2018). *Experiential Learning: Role-Playing for Improved Performance*. Presented as a keynote at the CorpU Global Learning Congress, Philadelphia, PA.

Barger, M.G. (2018). *Building Organizational Capability*. Presented as a keynote at the Kronos Annual Leadership Conference, Lowell, MA

Barger, M.G. (2017). *Building Organizational Capability*. Presented as a keynote at the Plastipak Annual Leadership Forum, Northville, MI.

Barger, M.G. (2017). *The State of Digital Education in Higher Ed*. Presented as a keynote at the CorpU Global Learning Congress, Philadelphia, PA.

Barger, M.G. (2017). *From Corporate CLO to University Administrator*. Presented as a keynote at the University of Pennsylvania CLO Program Ten Year Anniversary Event, Philadelphia, PA.

Barger, M.G. (2016). *Trends in Online Learning*. Presented as a keynote at NY EdTech Week, New York, NY.

Barger, M.G. (2016). *Building a High-Performance Organization*. Presented as a keynote at the Holland America Annual Leadership Offsite, Los Angeles, CA.

Barger, M.G. (2015). *Building a High-Performance Organization*. Presented as a keynote at the Annual ASTD National Conference, Philadelphia, PA.

Barger, M.G. (2015). *Building a High-Performance Organization*. Presented as a keynote at the MattressFirm Annual Leadership Event, Orlando, FL.

Barger, M.G. (2015). *Culture and Organizational Performance*. Presented as a keynote at the Wajax Annual Leadership Summit, Toronto, Ontario.

Barger, M.G. (2015). *Positive Leadership and Culture at Walmart*. Presented as a keynote at the Walmart Annual Leadership Conference, Bentonville, AR

Barger, M.G. (2014). *Activating Strategy*. Presented as a keynote at the Wajax Annual Leadership Summit, Toronto, Ontario

Barger, M.G. (2014). *Positive Leadership and the Culture at MattressFirm*. Presented as a keynote at the MattressFirm Annual Leadership Event, Orlando, FL.

Barger, M.G. (2014). *Leading Breakthrough Change*. Presented as a keynote at the Charles Schwab Annual Leadership Symposium, Phoenix, AZ.

Barger, M.G. (2013). *Change Leadership*. Presented as a keynote at the Farmers Insurance Senior Leaders Conference, Woodland Hills, CA.

Barger, M.G. (2013). *Building Organizational Capability Through Online Learning*. Presented as a keynote at the Annual Statoil Leadership Forum, Stavanger, Norway

Barger, M.G. (2012). *Activating Strategy at MasterCard*. Presented as a keynote at the Annual MasterCard Leadership Event, Stamford, CT.

Barger, M.G. (2011). *The Future of Connected Learning*. Presented as the keynote at the CorpU Global Learning Congress, Philadelphia, PA.

Barger, M.G. (2011). *Not Just Knowledge: It's a Skill-Based Economy*. Presentation during the BMO Capital Markets 11th Annual Back to School Education Conference, New York, NY.

Barger, M.G. (2011). *The Future of Connected Learning*. Presented as a keynote at the CorpU Global Learning Congress, Philadelphia, PA.

Barger, M.G. (2011). *A History of Remarkable Carrier Aviators*. Address presented during a special anniversary event aboard U.S.S. Intrepid, New York, NY.

Barger, M.G. (2010). *Leadership and Culture at JetBlue Airways*. Address presented to the Officers of the 1st Airlift Squadron (Officers responsible for operating the Air Force Two jet fleet) at Andrews Air Force Base, Washington D.C.

Barger, M.G. (2010). *Extraordinary Growth in Extraordinary Times*. Keynote address presented at Boston Consulting Group's annual C-level strategy conference, Chicago, IL.

Barger, M.G. (2010). *Developing a Learning Function Strategy—Connecting Corporate and Traditional Education*. Presented at the University of Pennsylvania as an element of the Mid-career Doctoral Program in Educational Leadership.

Barger, M.G. (2009). *A Framework for the Development of an Effective Learning Function Strategy and a Mechanism for Evaluating Learning Function Performance*. Presented at Learning 2009, Orlando, FL.

Barger, M.G. (2009). *A Framework for the Development of an Effective Learning Function Strategy and a Mechanism for Evaluating Learning Function Performance*. Presented at the

University of Pennsylvania as a required element of the Doctoral Program in Work-Based Learning Leadership.

Barger, M.G. (2008). *Aligning Culture at 30,000 feet*. A presentation describing the business value of an exceptional corporate culture. Presented at Training 2008, Atlanta, GA.

Barger, M.G. (2007) *The People Factor: JetBlue Airways*. Subject of a CorpUTV documentary on the creation of a world-class corporate culture. Filmed and distributed by Corporate University Exchange.

Barger, M.G. (2006). *The Collaborative Imperative: Traditional and Corporate Universities Partnering for a Better Future*. Key Note presented at the annual UCEA NY state conference, Syracuse, NY.

Barger, M.G. (2006). *The Corporate University: Fad, Failure or Future?* A facilitated discussion about the future of the corporate university. Presented at Learning 2006, Orlando, FL.

Barger, M.G. (2006). *The Role of Learning in Developing and Supporting the Culture of a Large Scale Start-Up Company*. A facilitated discussion presented at the annual ASTD BEST awards ceremony in Washington, DC.

Barger, M.G. (2006). *You Can't Not Have A Culture*. A presentation describing the JetBlue approach to building and sustaining an exceptional culture. Key Note presented at the annual Dennison Culture seminar, Dearborn, MI.

Barger, M.G. (2006). *Learning Strategies to Develop and Support the JetBlue Knowledge Worker*. A facilitated discussion regarding the unique learning strategies required of today's knowledge workers. Presented at the quarterly Metroset Forum, New York, NY.

Barger, M.G. (2006). *Continuing Education in Corporate Universities*. A facilitated discussion regarding the impact of corporate universities on the continuing education community. Presented at the UCEA Workforce Development Forum, Austin, TX.

Barger, M.G. (2005). *Performance Management: One Great Opportunity at a Time* A facilitated presentation regarding performance management of today's knowledge worker. Presented at the quarterly ISPI forum, Forest Hills, NY.

Barger, M.G. (2005). *The Rise of Corporate Universities: Implications for Business Schools*. A presentation to describe the challenges and opportunities surrounding educational partnerships. Presented at the annual GMAC conference, Montreal, Canada.

Barger, M.G. (2005). *The JetBlue/New York University Master Corporate Trainer Program*. A presentation to describe the success of a JetBlue U partnership with NYU. Presented at the annual ACHE conference, New York, NY.

Barger, M.G. (2004). *Linking Learning to Corporate Strategy*. A facilitated presentation to illustrate JetBlue University's success in aligning learning to the goals of the business. Presented at fall Chief Learning Officer Symposium, Fort. Myers, FL.

Barger, M.G. (2004). *Education for New Technologies: Too Much Information, Not Enough Knowledge*. A key note presentation to illustrate the challenges users face when dealing with new technologies. Presented at the annual Air Carriers Purchasing Conference, New York, NY.

Barger, M.G. (2003). *Education for New Technologies: A Case for Human Factors Concern*. Keynote speaker presentation to increase awareness of human factors issues with the implementation of new technology into the aviation industry. Presented at the annual international Airbus Human Factors Symposium, New York, NY.

Publications

Lynch, D. and M. Barger (2006). "NYU and JetBlue: Partnerships That Work." *The Journal of the University Continuing Education Association* **70** (Fall 2006): 79-90.

Professional Education

US Navy

Aviation Officer School, Basic Flight training, Basic Jet Training, Advanced Jet training, Aircraft Carrier Operations and Flight Training, FA-18 Aircraft Type Training, Basic and Advanced Survival training, Nuclear and Advanced Weapons training, TOPGUN Advanced Tactics Training, Basic and Advanced Strike and Flight Leader training, Airpower Demonstration training, F-16N Aircraft Type Training, TOPGUN Instructor training

JetBlue Airways Corporation

A320 aircraft type rating training (author and participant), A320 Simulator Instructor training (author and participant), A320 Flight Instructor (Check Airman) training, E190 aircraft type rating training (author and participant), E190 Simulator Instructor training, Principles of Leadership development training (author and participant), NYU JetBlue Master Faculty Instructor Development Program (author and participant), Sarbanes-Oxley training