

# MICHAEL G. BARGER, ED.D.

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## SUMMARY PROFILE

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- Accomplished business, military, and academic leader with extensive experience leading high-performance teams of all sizes in complex, dynamic, often heavily regulated environments.
- Seasoned educational leader and executive administrator with a unique record of senior management experiences that span military, commercial, and traditional academic settings.
- Decades of experience in senior roles requiring operational leadership, strategic planning, P&L responsibility, capital project and physical plant management, change leadership, stakeholder relationship management, and crisis response.
- Exceptionally effective, skilled, and innovative educator. A highly-rated classroom instructor; a recognized authority on educational technology at the University of Michigan; and a recognized leader in the design and implementation of experiential learning.

## EDUCATION

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- **Ed.D., Educational Leadership**, The University of Pennsylvania, Philadelphia, PA 2009  
*DISSERTATION: A Framework for the Development of an Effective Learning Function Strategy and a Mechanism for Evaluating Learning Function Performance*
- **M.S., Educational Leadership**, The University of Pennsylvania, Philadelphia, PA 2008
- **B.A., Economics and Psychology**, The University of Michigan, Ann Arbor, MI 1986

## PROFESSIONAL EXPERIENCES

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**University of Michigan, Stephen M. Ross School of Business** **Ann Arbor, MI**  
**Executive Director, Office of Digital Education; Assistant Clinical Professor, Business Administration**  
**2020-2022**

A member of the Ross senior leadership team and reporting to the Dean, responsibilities included contributing to the strategic direction, financial health, academic mission, and organizational health of the school; duties as a Clinical Faculty member; and oversight of the school's digital education strategy and initiatives. Significant highlights of the position included:

- Serving as a core member of several strategic committees (Strategic Planning Council, Finance, People, & Covid Response) that set direction and established a pandemic response for the school.
- Leading the Office of Digital Education – a rapidly growing digital education unit created to design, develop, and deliver digital education to students within and beyond Ross through degree and certificate programs as well as Executive Education.
- Partnering with academic units throughout Michigan Ross and across the University to develop and deploy digital education policies, procedures, practices, and learning experiences for an extensive collection of stakeholders and audiences.

- Leading the effort to design, acquire, and prepare for installation of Ross' second Smart Stage studio, a world-class broadcasting and recording studio. (Installation to be completed by Q2 '22)
- Delivering highly rated and innovative courses to graduate and undergraduate students from Ross and across campus. Developed and delivered academic programs for Executive Education clients around the world.

**University of Michigan, Stephen M. Ross School of Business**

**Ann Arbor, MI**

**Executive Director, Office of Strategy and Academic Innovation; Assistant Clinical Professor, Business Administration**

**2017-2020**

A member of the Ross senior leadership team and reporting to the Dean, responsibilities included contributing to the strategic direction, financial health, academic mission, and organizational health of the school; 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:

- Served as a core member of several strategic committees (Strategic Planning Council, Finance, People, Covid Response, and Next Generation Credentialing) that set short- and long-term direction for the school.
- Guided the Offices of Action-Based Learning, Global Initiatives, Digital Education, Living Business Leadership Experience, and Career Development through the early stages of the pandemic.
- Led the Global Initiatives team to significant increases in study abroad opportunities for students and record levels of participation in these programs.
- Guided the Career Development Office through a set of improvement initiatives that dramatically improved team performance, student and employer perception, and placement outcomes. These changes directly contributed to improved MBA rankings for Michigan Ross.
- Created a new Digital Education unit to design, develop, and deliver digital education to students within and beyond Ross through degree and certificate programs as well as Executive Education. This team provided the technical, pedagogical, and administrative infrastructure for Ross' new OMBA program.
- Led the Office of Action-Based Learning through several initiatives that improved and expanded Ross' signature MBA MAP experience.
- 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.

**CORPU, Inc.**

**Philadelphia, PA**

**Chief Operating Officer, Chief Learning Officer**

**2011-2017**

Reporting to the CEO, responsibilities included the coordination and execution of all operations, 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. 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; vendor and partner management; and learning platform feature and functionality requirements.

***JetBlue Airways Corporation***

***Forest Hills, NY***

**Senior Vice President, Strategic Talent Management; Chief Learning Officer, JetBlue University  
2010-2011**

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

- Executive Committee Team member. Director of Flight Operations, a required regulatory position serving as the primary point of JetBlue contact with the FAA. Senior JetBlue pilot and Chief Flight Instructor. Emergency Command Center Director.
- Developed and implemented a Talent Acquisition strategy that improved JetBlue's position as the preferred employer in the airline industry.
- Developed and implemented a company-wide Talent Development strategy to ensure career development and advancement opportunities for all JetBlue Crewmembers.
- Developed and implemented a Leadership Development and Succession Planning strategy that provided targeted development opportunities, career pathways, and robust succession plans for leaders of all levels at JetBlue.
- Served as JetBlue's Chief Learning Officer, led all JetBlue University operations, and ensured the effective execution of its contribution to JetBlue's Talent Development strategy.
- Designed and led the development process for the creation of the JetBlue Lodge, a 250-unit exclusive use hotel facility next to JetBlue University's Orlando Support Campus.

***JetBlue Airways Corporation***

***Forest Hills, NY***

**Senior Vice President, Fleet Operations; Chief Learning Officer, JetBlue University  
2007-2010**

Reporting to the President, responsibilities included oversight of all JetBlue Flight Operations, Technical (Maintenance) Operations, and training conducted at JetBlue University. Significant accomplishments included:

- Executive Committee Team member. Director of Flight Operations, a required regulatory position serving as the primary point of JetBlue contact with the FAA. Emergency Command Center Director.
- Senior leader of JetBlue's 2100-member Flight Operations team and 800-member Technical Operations team. Responsible for the safe and effective operation of all JetBlue A320 and E190 aircraft – a fleet of 150+ aircraft flying to 100+ destinations. P&L responsibility for an annual budget of ~\$3B.
- Chief Strategy Officer. Led the JetBlue strategy formulation effort by developing, communicating, tracking, and managing the company's long-term strategic plan.
- Served as the Senior leader responsible for all JetBlue University operations and training.
- Senior JetBlue executive leading the effort to design, develop, open, and operate JetBlue's 635,000 ft<sup>2</sup> Terminal 5 at JFK airport in New York. The first major terminal to be built and opened in the United States after 09/11/2001.

## Michael G. Barger

- Served as a Captain, PIC, and Check Airman on both of JetBlue's aircraft fleets: A320 and E190. Served as Chief Instructor for all of JetBlue's simulation and training devices.

### ***JetBlue Airways Corporation***

***Forest Hills, NY***

#### **Vice President, Chief Learning Officer, JetBlue University**

**1999-2007**

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

- Co-founder. Executive Committee Team member. Director of Operations, serving as the single point contact with the Federal Aviation Administration for all operational and safety-related concerns.
- Emergency Command Center Director. Chief Executive of the JetBlue Emergency Command Center, leading the JetBlue Officer team through all crisis response efforts (including 9/11/2001, the 2003 northeast US blackout, and dozens of operational emergencies). Served in this capacity from the airline's launch.
- Served as a Captain, PIC, and Check Airman, and Chief Instructor on both of JetBlue's aircraft fleets: A320 and E190. Served as the Senior Delivery Pilot on both types of JetBlue aircraft.
- Founded, staffed, 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, regulatory approval, and delivery of all JetBlue training ensuring initial airline certification and continued authorization to conduct Part 121 passenger operations.
- Designed, developed, and oversaw the construction of the 120,000 ft<sup>2</sup> Orlando Support (Training) Campus. Responsible for the funding, acquisition, installation, and operation of JetBlue's 8 Full Flight Simulators and dozens of Limited Motion and Fixed Training Devices valued at over \$250M.

### ***United States Navy, Strike Fighter Squadron 34***

***Jacksonville, FL***

#### **Training Department Head, Flight and Tactics Instructor, Aviator**

**1996-1999**

Reporting directly to the Commanding Officer, responsibilities included managing all aspects of squadron operational conduct, tactical readiness, 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 all US Navy airborne forces during NATO planning for combat operations throughout 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, CA***

#### **Training Department Head, Chief Instructor, FA-18 Systems Expert, Aviator**

**1993-1996**

Reporting directly to the Commanding Officer, responsibilities 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, the FA-18 radar systems, FA-18 tactical software, and FA-18 air-to-air tactics.
- Prolific contributor and editor of the *TOPGUN Journal* – a classified publication offering insights on military strategies, tactics, technology. and threat assessment.

### ***United States Navy, Strike Fighter Squadron 15***

***Jacksonville, FL***

#### **Weapons Training Officer, Tactics Instructor, Aviator**

**1990-1993**

Reporting directly to the Operations Officer, responsibilities 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
- USN FA-18 Pilot of the Year, 1993
- 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 Officer and Aviator Under Training**

**1987-1990**

- Completed Officer training at NAS Pensacola, FL as a Distinguished Graduate (top 10%)
- Completed basic flight training at NAS Corpus Christi, TX as a Distinguished Graduate (top 10%)
- Basic Flight Training Student Pilot of the Year, 1988
- Completed advanced flight training at NAS Beeville, TX as a Distinguished Graduate (top 10%)
- Advanced Flight Training Student Pilot of the Year, 1990

## **AFFILIATIONS**

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- Veterans and Military Services Organization, University of Michigan, Coach and Mentor
- Sport and Organization Dynamics Institute, University of Michigan, Board Member
- University of Pennsylvania Ed.D. Executive Program 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
- Mayflower Society, Member

## NOTEWORTHY PUBLICATION

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Barger, M. (2021). *High-Stakes Leadership in Turbulent Times: Why Stakeholders Are Your Greatest Assets...in Good Times and Bad*. Silver Tree Publishing.

## KEYNOTE AND THOUGHT LEADER PRESENTATIONS

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Barger, M.G. (2022). *How to Build and Sustain a Stakeholder-Centric Learning Culture*. Presented as an onsite keynote during the 2022 Community of Human and Organizational Learning 28th Annual Conference.

Barger, M.G. (2022). *High-Stakes Leadership in Turbulent Times*. Presented as closing keynote for the Money Management Institute's Leadership Summit 2022 in Fort Lauderdale, FL.

Barger, M. G. (2022). *Evolving at the Pace of Change*. Presented as the opening keynote for Udemy's All-Hands Leadership Summit 2022.

Barger, M. G. (2021). *The History of the U.S. Navy Fighter Weapons School - TOPGUN*. Presented as a public service at the Yankee Air Museum in Belleville, MI.

Barger, M.G. (2021). *Leadership Through Crisis: A Stakeholder Perspective on High Stakes Decision-Making*. Presented as an onsite keynote for the state of Tennessee's annual Trauma Symposium.

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 1<sup>st</sup> 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.

## **PROFESSIONAL EDUCATION**

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### ***University of Michigan***

Various training programs in: Campus Security; Conflict of Interest; Research Administration; Responsible Research and Practice; Addressing Sexual Misconduct, Stalking, and Intimate Partner Violence; Unconscious Bias in Recruiting and Hiring; Working Safely; Human Subjects Protections; Cultivating a Culture of Respect; Expense Policies; Expense Approvals.

### ***US Navy***

## Michael G. Barger

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