

Robert L. Caslen, Jr.

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SENIOR HIGHER EDUCATION ADMINISTRATOR | STRATEGIC LEADERSHIP EXPERT

Innovative and strategic senior leader with impeccable character, specializing in driving large-scale strategic planning initiatives, managing diverse international teams, and solving complex problems on a global scale. Results-focused executive with an unfaltering commitment to student success and diversity, which serve as the foundational components to drive success in higher education. Exceptional record in anticipating and directing change, while utilizing business acumen and interpersonal communication skills to cultivate key partnerships across the Army, US government, private sector, and academia. Possess unique global perspective leading people and programs with experience in Europe, the Middle East, Asia, North Africa, and Latin America. **Authored the National Military Strategic Plan for the War on Terror and led the development and implementation of the Department of Defense Military Strategy for the War on Terror.**

EXPERIENCE

SENIOR COUNSEL TO THE UNIVERSITY PRESIDENT and interim Chief Financial Officer 01/2019-Present

The University of Central Florida (UCF), Orlando, FL

- Lead positive leadership, organizational, structural, and cultural change across UCF to ensure resources are utilized to their greatest potential to foster academic excellence and student success.
- Directly manage the Chief Financial Officer (CFO), and Chief Operations Officer (COO), overseeing an annual operating budget \$1.7 B.
- Serve as a trusted advisor based on depth and breadth of knowledge in leading people and programs, with a focus on change management initiatives for institutions of higher learning. Support the advancement of University goals by collaborating with senior leadership to design and implement a comprehensive strategy for continued student success.
- Provide leadership toward meeting vision, mission and goals of key University initiatives that facilitate cooperation and teamwork, and foster the development of all students, faculty, and staff.

COLLEGE PRESIDENT / SUPERINTENDENT

07/2013-07/2018

The United States Military Academy, West Point, NY

- Led the nation's preeminent leadership institutions and premier institutes of higher learning by providing strategic direction for all academic, military, athletic and ethics programs, overseeing a total population of over 200,000 soldiers.
- Successfully oversaw and managed a civilian and military work force of 7,000 personnel, and an annual budget of over \$750 million on a 16,000-acre campus.
- Responsible for all areas of business development and relationship-building with key internal and external stakeholders, including fund raising, public affairs, and community and Congressional relations.
- Collaborated with Congress to develop new legislation on education, sexual assault prevention, and leadership development issues.

Key Accomplishments:

- *Forbes Magazine* named West Point the #1 public college in the country; *US News and World Report* named West Point #1 public liberal arts college in the country
- Refined West Point's leader development program with a focus on professional ethics; subsequently recognized and adopted by the entire US Army.
- Reviewed, reevaluated and redesigned academic curriculum to keep pace with 21st century technology demands.
- Redesigned and led the complete overhaul of the athletic program into a self-sustaining economic department and fielded 25 competitive intercollegiate teams.
- Launched a highly successful major fundraising campaign, generating \$425M to endow both academic and athletic programs.
- Served on NCAA Board of Governors, Division 1 Board of Directors, and co-chair of the Commission to Eliminate Sexual Violence on College Campuses.
- Led historic social reform to improve diversity and opportunity for all cadets and faculty, to include complete gender integration for women, and dramatically expanding minority and women populations. The following is an article written about our efforts: <https://medium.com/@jaredleeware/a-senior-leader-who-really-got-diversity-966b05ead669>

- Led key business development initiatives with the Army and Congress, resulting in new barracks construction (\$185M), refurbishment of existing barracks (9 years, \$850M), a new Cyber Engineering Center academic building (\$165M), and refurbishment of existing academic buildings (10 year, \$950M).
- Partnered with NCAA and Department of Defense to conduct research resulting in significant improvements in medical care, specifically regarding concussion prevention and treatment of traumatic brain injury,

CHIEF, OFFICE OF SECURITY COOPERATION

09/2010-05/2013

US Army, Iraq

- Served as Lieutenant General responsible for security cooperation, security assistance and foreign military sales activities in Iraq during war termination and transition post 2011.
- Senior military commander during U.S. forces withdrawal in 2011, remaining in Iraq as the senior commander for an additional 18 months.
- Senior military mentor to Iraqi and Kurdish leadership to include Prime Minister Malaki and President Barsanti.
- Managed a \$31.4 Billion foreign military sales of over 540 programs, the largest U.S. program with any nation.
- Trained Iraq Army, Air Defense, Air Force, Navy and Counter Terrorism Forces post U.S. withdrawal; their effectiveness illustrated in the defeat of ISIS in Iraq.

CAREER PROGRESSION

Commanding General, US Combined Arms Center, Fort Leavenworth KS (2010-2011) Served as Lieutenant General responsible for doctrine, leadership development, training and training development, and oversight of all military schools for the U.S. Army to include Commandant of the Command and General Staff College, accounting for a total soldier population of over 200,000. Developed and modified Army doctrine for the first time in over 20 years to include the doctrine to fight the conflicts in Iraq and Afghanistan.

Commanding General, 25th INF Division and Multi-National Division, Iraq (2008-2010) Served as Major General in leading 23,000 Soldiers, Airmen, and Sailors during the Surge in Operation Iraqi Freedom, Iraq. Responsible for significant security gains, mediation between Kurds and Arabs, development of Iraqi security apparatus, and establishment of an economic infrastructure. Effectively communicated with stakeholders achieving a vision of sustaining improved security, partnering holistically through a legitimate government with a mutually shared strategic partnership. Significantly improved the availability of essential services to the Iraqi populace, promoted and empowered local governance.

Commandant of Cadets, United States Military Academy, West Point, N.Y. (2006-2008) Served as Brigadier General commanding 4,400 cadets developing them as leaders of character prepared to lead America's sons and daughters in the crucible of ground combat. Responsible for cadets moral, ethical and character development. Responsible for their military and physical training and development.

Deputy Director for the War on Terrorism, The Joint Staff, Washington, D.C. (2004-2006) Authored the National Military Strategic Plan for the War on Terror. Responsible for developing the Department of Defense military strategy and strategic plan for the War on Terror, reporting to the Chairman of the Joint Chiefs of Staff and Secretary of Defense. Served as The Joint Staff representative for the National Strategy for the War on Terror and developed the military ways and means to implement the strategy.

EDUCATION

Bachelor of Science, United States Military Academy, West Point, N.Y.

MBA in Finance, Long Island University, Long Island, N.Y.

Master of Science, Industrial Engineering, Kansas State University, Manhattan, Kansas

Honorary PhD, Long Island University, Long Island, N.Y.

PUBLICATIONS AND MEDIA

Currently co-authoring a character leadership book: The Character Edge; Winning the Right Way Essential to Success; Historical Case Studies in the Art of Command at Echelons Above Brigade; Chpt 8: The Operations Targeting and Effects Synchronization Process in Northern Iraq: A Case Study for a Division-Level Approach to Staff Organization and Decision Making; The Army University Press

Getting to the Left of SHARP: Lessons Learned from West Point's Efforts to Combat Sexual Harassment and Assault;

Jan 13, 2015; Strategic Studies Institute

Preparing Officers to Win in a Complex World Dec 2014; Army Magazine

Security Cooperation Doctrine and Authorities: Closing the Gaps Oct 26, 2013, Joint Force Quarterly, no.71 (4th Quarter 2013): 74-78;

Preserving Progress Sep 2013; On Patrol; Magazine of the USO

The Army Ethic, Public Trust, and the Profession of Arms; Sep 2011; Military Review

Defining Army Core Competencies for the 21st Century; Jul 2011; Army Magazine

The Way the Army Fights Today; Change 1 to FM 3-0; Mar 2011; Military Review

Mission Command Center of Excellence; Feb 2011; Army Magazine

The Operations Targeting and Effects Synchronization Process in Northern Iraq; May 2010; Military Review

Forging a Comprehensive Approach to Counterinsurgency Operations; Prism 2, No. 3

HONORS

2019 Distinguished Graduate of the United States Military Academy. West Point's highest award to its graduates who best exemplify West Point's values of duty, honor, country

2019 NCAA Theodore Roosevelt Award for a former NCAA student-athlete who is a distinguished citizen of national reputation exemplifying the ideals to which collegiate athletics programs and amateur sports competition are dedicated. The NCAA's highest annual award

2019 Knights Out Award; Awarded by West Point LGBTQ community to a West Point leader who most supports diversity and inclusion among West Point graduates

2019 Guardian of Liberty Award; Awarded by West Point Philadelphia Association of Graduates

2018 Gerald R. Ford Legends Award for lifetime service of a former offensive center football lineman

2018 SGT Sanders Matthew Diversity Award

2017 SGT Audie Murphy Award

2016 Kansas State Engineering College Hall of Fame

2015 Honorary National Rock of the Year Diversity Award

2014 American Red Cross Lifetime of Service Award

2014 Distinguished American Award; Vermont Chapter National Football Foundation and Hall of Fame