

President/CEO: [Renfroe Associates International](#), 1992-

- International business development and government relations
- International higher education program development
- Research, studies & analysis
- Government Clients of interest: United States Department of the Treasury, Department of Homeland Security, Department of Defense; The National Guard Bureau
- Representative corporate client list: Lockheed Martin, ITT, Armor Holdings, Aircraft Parts Reengineering Industries
- Offices or interests in Pennsylvania USA, Washington DC, Qatar, UAE, India

President/Chairman: [Minuteman Institute for National Defense Studies \(MINDS\)](#), 2000-

- Institute for national security studies & analysis; One Mass Ave, Washington DC 20001 USA

Editorial Board: [Common Defense Quarterly](#), 2009-

National Security Expertise

- National security strategy & policy
 - Soft Power Solutions
 - Sustaining transitions to democracy
 - Democratic civil-military relations
 - US-International State Partnerships
 - NATO, post-Soviet security policy
- Military roles, missions, force structure
- Force Planning and Operations
- Endoatmospheric laser weapon policy/ops
- United States Budget process
- United States Treasury operations
- Legislative processes, congressional affairs
- National Guard of the United States
- Military Support to Civil Authority
- Homeland Security
- Emergency Programs development
- Staff Experience: NATO, Joint Commands, HQ USAF Operations, HQ USAF Plans, NGB

Key Qualifications Summary

- Leadership, vision, and creativity—proven internationally in combat, government, industry
- Extensive global project management experience, outstanding team-building skills
- Recent experience/expertise working within the US Department of the Treasury, Department of Defense, the Department of Homeland Security (DHS)
- Built, defended before Congress, managed US \$9.0B Program of US Air National Guard (2014 \$\$)
- Proven capability in studies & analysis, grant-sponsored research, and writing for publication; recently published international article on emergency response force structures
- Terminal Degree in Education; significant course preparation and teaching experience, US and international; US Government train-the-trainer certified
- Directly involved in White House Cabinet-level tabletops and exercises

Scholarship

- EdS, The George Washington University (Education, 3.98 GPA, 2008)
- Master of Arts (National Security Affairs, 1991), Naval War College
- Master of Arts (International Relations, 1985), Salve Regina University
- Graduate study in theology, The Southern Baptist Theological Seminary, 1977-1979
- Master of General Studies (Comp Pol Sys, Mid East, Russia, 1977), Arkansas State Univ.
- Graduate study in comparative religions, Florida State University, 1969-1970
- Bachelor of Arts (Religion, Louisiana College, 1969)
- USAF Command Pilot, Instructor, Evaluator; combat seasoned
- Naval War College, Air Command & Staff College, Squadron Officer School
- NATO Reserve Forces Course, National Defense University
- Symposium on the Marshall Plan: Development and Operation, Harvard University
- The Marshall Plan From Those Who Made It Succeed, The George Washington University
- NATO Officers Orientation Course, Oberammergau, Germany
- International Cooperation for Peace and Stability, Szeged, Hungary
- Cooperation for Stability and Peace, The Moscow Institute for Political Studies, Pskov, Russia
- The Marshall Legacy Symposium, The George Washington University and Department of Defense
- Published in Vital Speeches, books, journals, papers; frequent speaker/presenter internationally
- Led International Coalition Warfare Roundtable at National Press Club, September 2003
- Led Panel on the United States and post-war Afghanistan/ Iraq, COMDEF 2004, San Diego CA
- Debated Military Force Structure, Lou Dobbs Tonight, CNN, 2005
- Heritage Foundation, featured speaker on National Guard capabilities, costs, missions, various dates
- Editorial Board and regular articles, Common Defense Quarterly
- Led international conferences on national security affairs, 2006-2011
- Languages: German, Spanish, several others

Leadership & Program Development

The Department of the Treasury

- Assistant Secretary for Management, Emergency Programs Advisor
- Provided comprehensive technical and operational support across Treasury
- Represented Department of the Treasury for White House senior department leader Round Tables and DHS facilitated Interagency Groups on National Planning
- Comprehensive familiarity with emergency program statutes, Presidential Decisions, and key policies of Department of the Treasury, DHS, FEMA, DOD, VA and implications for inter-departmental cooperation
- Wrote for US Secretary of the Treasury and other senior staff and White House groups
- Recognized as expert for all elements of Continuity of Government and Continuity of Operations
- Comprehensive familiarity with emergency program statutes, Presidential Decisions, and key policies of DHS, FEMA, DOD, VA and their implications for interdepartmental cooperation

Research Fellow, Department of Educational Leadership, (George Washington University)

- Duties included research, program development & marketing
- Dissertation research: What should universities do to enhance homeland security now?

- Other program options studied:
 - DoD-George Washington University collaborative doctoral programs for selected students in Senior Service Schools, academy faculty, and qualified students at military headquarters worldwide

1st Director of International Affairs, NGB (DOD, Pentagon)

- Leadership, international operations & policy oversight in 54 US States and territories
- Created first Office of International Affairs for the National Guard (1989, ANG)
- Expanded National Guard State Partnership Program to 26 countries on 4 continents
- Selected by US Chairman of the Joint Chiefs of Staff (Gen. Shalikashvili) to develop state partnership with Georgia
- Created *Minuteman Fellows Program* to mentor invited international leaders in US communities using civic, academic, military, political, and government organizations, and business & industry
- Participated in interagency bilaterals with Russia, Ukraine, many other countries
- Held talks with MODs/MFAs of 29 countries
- Conducted routine business with ambassadors, attachés both abroad and in Washington DC
- Only DoD member on 1st State Department “Horn of Africa Initiative”
 - Toughened US aid policy for 10 countries, requiring
 - Cooperation among border state presidents
 - Goal setting and coordination
 - Independent outcomes assessment
- Conceived, promulgated, & directed 1st White House-DoD-George Washington University symposium for senior civil/military leaders from 45 countries (Menges, Constantine (Ed.). (1997). Partnerships for Peace, Democracy, and Prosperity, New York: University Press of America, Inc.) See the chapter, “United, We Stand,” by Colonel A. Vance Renfroe, p. 215.
- National Guard State Partnership Program recognized by Departments of Defense and State, as well as the White House, as most effective US international stability tool

1st Senior Advisor to Commander in Chief, US European Command

- 1st Senior Reserve Forces Advisor, CINCEUR/SACEUR (Direct reporting to Generals Shalikashvili and subsequently, Joulwan)
- Created USEUCOM Directorate of Reserve Affairs, w/general officer director
- Increased Guard & Reserve annual ops in Europe as active forces drew down in 90’s
- Won approval for National Guard State Partnership Program, now in 67 countries
- Helped develop Military-to-Military Contact program for post-Soviet Europe
 - Collaborated on original concept, defined role/capabilities for Reserve Component
 - Provided Guard resources for staff and in-country liaison teams, coordinated for other Reserve Component participation
- Invited by SECGEN NATO as civil-military affairs expert to guide senior leaders in drafting their 1st post-Soviet national security concepts
 - Latvia, Estonia, Lithuania, Bulgaria, Moldova, Hungary, other countries
- US representative on 1st post-Soviet confidence-building exchanges
 - Proposed/coordinated 1st US basing on French soil since early 1960’s
- His vision/leadership led to the 1st coordinated Joint Forces support plan for Africa
 - Developed 1st joint Reserve Component and Active forces exercise in Mali
- Wrote 1st Partnership Plan for Russia at US Ambassador’s request
- Helped develop/resource the George C. Marshall European Center for Security Studies

- Multinational education center to help Central, Eastern European, and Eurasian countries develop sustainable, democratic national security posture/institutions
- Established National Guard faculty position at George Marshall Center, Garmish Germany
- Developed Reserve Component mission for CINC's Balkan Plan
- Frequent speaker/presenter for NATO, Russia, FSU countries, and in the US

Senior Associate, Program on Transitions to Democracy, Elliott School of International Affairs, The George Washington University (GWU)

- Conducted policy-oriented research, collaborated on symposia and/or edited papers/manuscripts/proceedings for publication in these areas:
 - Post-Soviet Russia and the New Independent States
 - The Marshall Plan From Those Who Made it Succeed (University Press)
 - Implications of the Marshall Plan for a Post-Soviet World (symposium at Harvard)
 - Venezuela: A democracy at risk and the implications for Central America & Mexico
 - Iraq: How to finish the job of political change
 - Iran: The Great Satan running amok in Iraq
 - China: Disturbing trends in US-China relations
 - South and Central Asia: Military and political risks

1st Director, Operations & Programs, Air National Guard (DoD, Pentagon)

- 5th largest air force in the World
 - 1200 aircraft, 93 flying & 1100 support units; 120,000 people (in 1992)
- Accountable for Five Year Defense Program, force structure development, operations policy
 - Directed unit conversions, expansions, closures/consolidations
- *Built/defended \$9.0 billion ANG Program (POM)*
 - Chairman, Program Review Committee, ANG
 - National Guard Member, USAF Program Review Committee, HQ USAF
 - AF Council attendee representing Director, ANG
 - HQ USAF counterpart was LtGen
- Founded ANG Office of International Affairs
 - Developed multinational fighter and airlift crew training
 - Formalized agreements for cooperation with international community
- Wrote/produced/translated into Russian the 1st briefing on US constitutional democracy, civilian control of the military, military support to civil authority, and the history, organization, and functions of the National Guard of the United States
 - Presented to 1st Commander of all Russian Federation and CIS military forces on the occasion of the 1st Russian officer visit to the Pentagon
- Co-conceived/promulgated (1989-1992) the National Guard State Partnership Program
 - US States become mentors for post-Soviet and newly independent countries
 - Build sustainable democratic institutions
 - Reinforce or establish civilian control of the military
 - Encourage free market economies and local community cooperation
 - Build partnerships for peace, democracy, and prosperity
 - Established *Minuteman Fellows Program* for leadership development

Senior Advisor to Director of Plans, HQ USAF

- Worked for Lieutenant General
- National Military Strategy expert and editor

- Defense Planning Guidance expert, contributor, editor
- Reserve Forces, fighter/bomber/tanker plans & operations expert

Executive, Air Reserve Forces Policy Committee, SECAF

- Worked for Secretary of the Air Force (committee of 15 Major Generals)
- Developed and wrote positions for Committee
- Policy and Program (POM) expert
- Edited DPG, NMS and other major strategy and policy documents
- Worked with counterparts in Norway, Switzerland, Russia, Germany, Spain, Italy

Advisor to Director of Operations, HQ USAF

- Worked for Major General
- Force management and mobilization expert
 - Implemented “seasoning plan,” USAF pilots in ANG fighters
 - Responsible for new USAF pilot production and distribution management
- Executive officer for Pentagon Operations Center staff during combat operations and exercises

Key military positions summary (reverse order of service)

- Special Assistant to Chief, National Guard Bureau, for International Policy (Joint)
- Director, International Affairs, National Guard of the United States (Joint)
- Senior Reserve Forces Advisor (first ECRA) for CINCEUR/SACEUR
- Acting Director, Operations, Plans, Programs, Air National Guard of US
- Director, Operations and Programs, Air National Guard of the United States
- Senior Advisor, Director of Plans, HQ USAF
- Chief, Forces Branch, Programs Division, Air National Guard, National Guard Bureau
- Chief, Fighter Forces, Programs Division, NGB
- Assistant Director of Operations and Operations Planner, 134 Air Refueling Wing
- Senior Advisor, Rated Management Division, Directorate of Operations, HQ USAF
- Command Post Senior Controller and squadron pilot, 123 Tactical Reconnaissance Wing, Louisville KY
- Command pilot, instructor, evaluator in various operational assignments in active USAF including three tours in Southeast Asia (C-123, KC-135A, B-52G)
- Aircraft flown: T-41, T-37, T-38, C-123K, KC-135A, B-52G, C-131D, RF-4C, KC135E, T-33, F-15A/B, F-16A/B

Specific Knowledge and Experience with: Joint Exercise Development, Combat Mobilization and Deployment, War Gaming

- Extensive combat force planning and operations experience in Southeast Asia, including Philippines, ANZ, South China Sea unit deployments and combat/combat support missions (1972-1973)
- Executive Officer, Air Force Operations Center (Pentagon) for 2-week Global War Game (Iran focus); exercised all key players in US Government for response to crisis, deployment, and war in Central Asia (1981)
- ANG member of HQ USAF team that rewrote reserve force mobilization policy (Joint), developed force scenarios and timelines, drafted congressional language to enhance access to Reserve Components (1982)
- Executive Officer for actual emergency operations, Air Force Operations Center (Pentagon, 1981-1982)

- Developed and deployed tanker-fighter packages and complete ground support forces for multi-unit exercises in Alaska (1982-1983)
- Planned and deployed extensive Joint Task Force (tanker-fighter-support package) to Saudi Arabia; reopened Moron AB, Spain as tanker task force forward operating location; exercised forces into Persian Gulf region along with logistical support, (1983-1984)
- Developed exercise and deployment plan for, then participated in (as US Secretary of State), Persian Gulf-Iraq War Game scenario (Naval War College, 1985)
- Director of Operations and Programs for Air National Guard during mobilization and deployment for Desert Shield/Desert Storm (1990-1991)
- Participant in JTF exercise development and play, as well as actual JTF planning on USEUCOM staff (1992-1994)
- Conceived and provided senior oversight (from Combatant Commander perspective) for Joint Task Force operational deployment into Mali, Africa (1993)
- Developed and implemented strategic “flanking” State Partnership Plan with Central Asian states (1994-1996), two partnerships – Uzbekistan and Georgia – critical for Afghanistan War and Gulf War operations
- Familiar with WWMCCS and JOPES from unit through Joint and Combatant Command levels
- Directed development, coordination, and execution of Combined Arms and Joint Force Deployment to Antarctica and to the Arctic
- Extensive experience in research, analysis, evaluation; Ends, Ways, Means philosophy
- Published author/editor. Extensive polished writing and speaking skills at squadron, wing, Air Division, Combatant Command, Chief of Staff, SECAF/SECARMY, SECDEF and international level. Have written for Congress and for NATO.
- Editor and contributor to The Foundation and Development of the National Guard Bureau.

Other Assignment Details

- Commissioned through OTS, 1970
- Pilot Training, Columbus AFB, 1971
- Survival Training, various sites, 1971-1972
- Three short tours, Southeast Asia, 1972-1973, flew Linebacker I/II, Young Tiger, Bullet Shot, etc.
- Transitioned from KC-135 into B-52 at request of Commander, 2nd Air Force (1974)
- Selected for recall from ANG to fly SR-71, declined assignment to enter RF-4C training in ANG (1979)
- Attended Intermediate Service School as O-3 (Major Bandar of Saudi Arabia was classmate, 1979-1980, eventually Ambassador of the Kingdom of Saudi Arabia to the United States)
- Promoted below the zone to Major, Lieutenant Colonel, Colonel
- Requested as Adjutant General for Air from 4 States, held on Title 10 by CNGB
- Planned/flew only National Guard combat mission during Grenada Invasion
- Thesis at Naval War College (written with Col John Otten, former Dep Dir, Kinetic Energy Weapons, SDIO and former Commander, USAF Weapons Lab) designed weapon system, forced size, created operational doctrine, provided threat and risk analysis for airborne laser weapon system that was later put into production
- CINCEUR by-name requested Renfroe for SACEUR/CINCEUR staff with the mission of expanding National Guard and Reserve operational presence in USEUCOM
- Received National Guard Outstanding Leadership Award as Director of Operations and Programs for Gulf War service

- Received SECDEF Outstanding Leadership Award, cosigned by President of The George Washington University

Technical Snapshot

- TV interview, presentation, production experience in US and Europe
- Extensive Distance Learning experience, including in Russia

Other important qualifications

- Founder, President & Chairman of Board (1977-78), Youth Enrichment Services, Inc. (YES)
- Co-founder, National Guard Bureau Alumni Association, Washington DC
- Who's Who in America, Who's Who International, Who's Who Millennium Edition, others
- Writing member, Alpha Literary & Philosophical Society, Fairfax VA
- Extensive honors, military awards and decorations
- Golf: USGA handicap index = 1.4
- Invited by GWU to apply for Fulbright scholar program
- TS-SBI (SCI), Department of Treasury "public interest" investigation completed 2010
- Nuclear certification
- Married for 45 years to Dr. Anita L. Renfroe, internationally acclaimed pianist, artist-professor with tenure, Director of Keyboard Studies, Millersville University of Pennsylvania; 2 children, 3 granddaughters