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EDUCATION

- Juris Doctor – St. Mary’s University at San Antonio, Texas 2009-2011
- Master of Military Operational Art and Science, Air Command and Staff College (On-Line Master Program) – United States Air Force’s Air University at Maxwell Air Force Base, Alabama 2014-2018
- Master of Business Administration – St. Mary’s University at San Antonio, Texas 2009-2011
- Master of Health Administration – University of Florida at Gainesville 2003-2005
- Bachelor of Science in Kinesiology and Business Foundations Certificate Program with Distinction – University of Texas at Austin 2000-2003

ACADEMIC HONORS

- Saint Mary’s University, Dean’s Scholarship - \$18,000 2009
- University of Florida, Academic Scholarship - \$2,500 2003
- University of Texas, University Scholar Award - 4.0 GPA, Spring 2002

EXPERIENCE

- State of Texas, Texas Medical Board, Austin, TX 2018-Present
 - **Executive Director**
 - Serves as Chief Executive and Administrative Officer of the Texas Medical Board, a state agency.
 - Reports to a Board of 19 and responsible for overseeing \$13 million budget and managing a staff of 210.
 - Develops, implements, and enforces agency rules and policy for 154,000 licensed medical professionals.
 - Primary Board liaison to Texas Legislature, Office of the Governor, and other organizations.
- Orange County Commissioners’ Court, Orange, TX 2015-2018
 - **Orange County Judge**
 - Increased efficiency and saved millions of dollars as presiding official of Commissioners’ Court.
 - Set OC tax rates and developed \$50+ million budget for 400 employees as Chief Budget Officer.
 - Guided OC through natural disasters as Director of Emergency Management for 83,000 residents.
 - Presided over probate docket in the Constitutional County Court and assisted other judges.
 - Restructured and refocused OC Economic Development Corporation as Board President.
- Orange County District Attorney’s Office, Orange, TX 2013-2014
 - **Assistant District Attorney, Juvenile and Misdemeanor Prosecutor**
 - Handled juvenile cases, worked with investigators and probation officers.
 - Reviewed law enforcement intake submissions and accepted or rejected cases for prosecution.
 - Appeared in court for trials, pleas, modifications, and adjudications.
- Carlton Law Practice, P.C., Orange, TX 2012-2013
 - **Attorney at Law & Office Manager**
 - Responsible for researching clients’ legal issues in family, estate, and criminal defense law.
 - Sat "Second Chair" to primary attorney during trial and drafted legal documents.
 - Cut costs through modernization of business practices.
- United States Air Force (Reserve), Captain to Lieutenant Colonel 2009-Present
 - **Director of Operations, Operations Flight Commander, and ADO**, Dobbins ARB, GA 2019-Present
 - Managed AE crews for training and real-world deployments.
 - Ensured efficient use of unit resources, personnel, and funds in support of AFMS mission.
 - Served as wing liaison and lead unit inspector of unit programs and exercises.
 - Deployed to Travis AFB, CA in support of COVID-19 response operations in INDOPACOM.
 - **Staff Officer to Chief of the Air Force Medical Ops Center**, The Pentagon, Washington, DC 2016-2019
 - Provided medical planning input to OSD, JCS, COCOMs, MAJCOMs, & AF/SG.
 - Managed Global Force Management deployments of USAF medical personnel.
 - Supported Defense Health Headquarters in development of medical policy.
 - Revised training documents for 1,300+ Air Force medical administrators.
 - **Joint Medical Planner**, Naval Station Norfolk, VA 2013-2016
 - Developed and revised COCOM wartime and humanitarian contingency plans.

- Deployed to USARAF HQ, Italy in support of Ebola Virus humanitarian mission in West Africa.
- Deployed to USPACOM HQ, HI to revise Top Secret Level 4 Operational Plan.
- Deployed to the Republic of Korea three times for major combined US-ROK military exercises.
- **AE Operations Officer & Medical Readiness Officer-in-Charge**, Lackland AFB, TX 2012-2013
 - Planned and delivered members' medical readiness and disaster team training in largest AES.
 - Managed facility's disaster preparedness and supervised three personnel in office.
 - Ensured safety as Senior Staff member responsible for Antiterrorism and Force Protection.
 - Deployed 35 members in support of OPERATION ENDURING FREEDOM.
- **Aeromedical Evacuation Operations Officer & Executive Officer**, Lackland AFB, TX 2009-2012
 - Key member of Executive Staff and handled commander's administrative duties.
 - Supported 208 members in completing 214 training and two real-world missions.
 - Contributed to unit passing triennial Operational Readiness Inspection.
- United States Air Force (Active Duty), First Lieutenant to Captain 2006-2009
- **Medical Readiness & Control Center Officer-in-Charge**, Ali Al Salem AB, Kuwait (6 months) 2008-2009
 - Responsible for ensuring theater aeromedical capabilities to 225,000 coalition forces.
 - Coordinated 1,400 patient movements to higher echelon care.
 - Ensured unit members completed medical readiness and disaster team training.
 - Reported readiness of \$5 million of war materiel and supervised five personnel.
 - Managed all aspects of facility's disaster preparedness.
 - Member of Executive Staff who prepared and submitted daily classified reports.
- **Group Practice Manager**, Goodfellow AFB, TX 2007-2009
 - Oversaw all the day to day operations of the 17th Medical Group's functions.
 - Responsible for personnel, space utilization, systems, and logistics.
 - Designed and managed 17 providers' daily patient schedule templates.
 - Ensured 12,000 beneficiaries' access to 70,000 annual medical and dental visits.
 - Managed 20,000 outpatient medical and dental records and supervised 12 personnel.
 - Analyzed and reported on patient load efficiency as member of Executive Staff.
 - Executed fiscal years 2007 and 2008 Business Plans to 110% of goal.
 - Ensured delivery of \$14 million in medical and dental care annually.
- **Medical Readiness Flight Commander**, Goodfellow AFB, TX 2006-2007
 - Planned and delivered members' medical readiness and disaster team training.
 - Reported status of \$2 million of war materiel and supervised four personnel.
 - Managed facility's disaster preparedness for natural and man-made disasters.
 - Briefed fellow Senior Staff members on readiness through monthly Secret reports.
- Department of Veteran Affairs, VISN 17 Network Office, Arlington, TX 2004
 - **Intern**
 - Completed various projects to satisfy summer graduate program requirements.
 - Developed statistical analysis of VISN data accuracy.

STUDENT ORGANIZATIONS

- Gator Band 2003-2005
- Longhorn Band 2000-2003
- Longhorn Singers 2002
- Texas Men's Chorus 2002

VOLUNTEERING – 985 Total Hours

- Lake Hills Church, Usher Team, 8 Sundays, 11 hrs 2019
- Southeast Texas Veterans Service Group, Inc., 2 Details, 2 hrs 2016
- 433d Airlift Wing Base Honor Guard, Member, 20 Details, 48 hrs 2010-2013
- Relay For Life, Blood Drives, Red Cross, and Special Olympics, 50 hrs 2006-2012
- 386th Air Expeditionary Wing (AEW) CGO Council, President, 21 Events, 65 hrs 2009
- 386th AEW Base Honor Guard, Officer-In-Charge, 42 Details, 125 hrs 2009
- 17th Training Wing Base Honor Guard, Officer-In-Charge, 100 Details, 303 hrs 2007-2008
- Airmen Against Drunk Driving, Driver, 286 hrs 2007-2008
- 17th MDG Intramural Sports Teams, 80 hrs 2006-2008
- Combined Federal Campaign, AF Assistance Fund, and Pass-in-Review, 15 hrs 2006-2008

ORGANIZATIONS – 28 Total Organizations

- Medical Service Corps Society, Vice President 2020-Present
- e-Health Advisory Committee, Texas Health and Human Services Commission 2019-2021
- Falconhead West Home Owners' Association (HOA), Board Member 2019-2020
- International Association of Medical Regulatory Authorities (IAMRA) 2018-Present
- Federation of State Medical Boards (FSMB), Staff Fellow 2018-Present
 - 2019 Reference Committee B, Member
 - 2019-2021 Workgroup to Study Risk and Support Factors Affecting Physician Performance, Member
 - 2021-Present State Board Advisory Panel to United States Medical Licensing Exam
- Health Professions Council of Texas 2018-Present
- County Judges and Commissioners Association of Texas 2015-2018
- Texas Association of Counties (TAC) Core Legislative Group 2015-2018
- Workforce Solutions of Southeast Texas, Chief Elected Official 2015-2018
- Gulf Coast Community Protections and Recovery District, Inc. 2015-2018
- Southeast Texas Regional Planning Commission 2015-2018
- Orange County Economic Development Corporation, President 2015-2018
- Orange County Local Emergency Planning Committee 2015-2018
- Orange County Juvenile Board 2015-2018
- Orange County Board of Judges 2015-2018
- United Way of Orange County Board 2015-2018
- H. H. and Edna Houseman Charitable Trust Board 2015-2018
- Veterans of Foreign Wars 2014-Present
- Baptist Orange Hospital Advisory Board 2015-2016
- American Legion 2015-2018
- Texas District and County Attorneys' Association (TDCAA) 2013-2014
- State Bar of Texas - Bar #24080822 2012-Present
- Orange County Bar Association 2012-2016
- Phi Alpha Delta, Law Fraternity 2009-Present
- American College of Healthcare Executives – Member #411373 (Inactive) 2006-Present
- Military Officers Association of America 2006-Present
- Texas Exes' Alumni Association, Life Member 2003-Present
- Longhorn Alumni Band 2003-Present

MEDALS/RIBBONS (In Order of Precedence) – 33 Total

- Defense Meritorious Service Medal 2016
- Meritorious Service Medal 2019
- Air Force Commendation Medal with three Bronze Oak Leaf Clusters (OLC) 2009-2013
- Joint Service Achievement Medal 2014
- Air Force Achievement Medal with Bronze OLC 2008, 2009
- Joint Meritorious Unit Award 2015
- Meritorious Unit Award Ribbon with Bronze OLC 2009, 2010
- Air Force Outstanding Unit Award Ribbon with two Bronze OLCs '09, '12, '15
- Air Force Organizational Excellence Award 2016
- Air Force Recognition Ribbon – Received for winning Air Force-level award 2008
- National Defense Service Medal 2006
- Global War on Terrorism Expeditionary Medal 2009
- Global War on Terrorism Service Medal 2006
- Korea Defense Service Medal 2016
- Armed Forces Service Medal 2021
- Military Outstanding Volunteer Service Medal 2007
- Air Force Overseas Short Tour Ribbon 2009
- Air Force Expeditionary Service Ribbon with Gold Border and two Bronze OLC '09, '14, '21
- Air Force Longevity Service Award with two Bronze OLCs '09, '13, '17

- Armed Forces Reserve Medal with Bronze Hourglass and two ‘M’ Devices 2019
- Small Arms Expert Marksman Ribbon 2006
- Air Force Training Ribbon 2006

MILITARY AWARDS AND RECOGNITION (In Order of Prestige) – 27 Total

- Air Force Medical Service’s GPM of the Year - Most outstanding GPM of all 81 Air Force bases 2008
- USAF Reserve Profiles in Leadership Feature 2017
- 433d Airlift Wing Company Grade Officer of the Year 2011
- 17th MDG Company Grade Officer (CGO) of the Year 2007, 2008
- 17th MDG Honor Guardsman (HG) of the Year 2007, 2008
- 433d Airlift Wing (433d AW) Lance P. Sijan Leadership Award Nominee 2011
- 433d AW CGO of the 1st Quarter (out of 98 CGOs) 2011
- 17th Training Wing (17th TRW) Honor Guardsman of the 2nd Quarter 2008
- 17th TRW Honor Guardsman of the 4th Quarter 2007
- 17th MDG Honor Guardsman of the 1st, 3rd, and 4th Quarters 2008
- 433d Operations Group CGO of the 1st Quarter 2013
- 433d Operations Group CGO of the 2nd Quarter 2012
- 17th Medical Support Squadron (17th MDSS) CGO of the 1st Quarter 2008
- 17th MDSS CGO of the 1st and 3rd Quarter 2007
- 386th Expeditionary MDG CGO of the Month – February 2009
- 386th Expeditionary MDG Team of the Month – June 2009
- 17th TRW Honor Guardsman of the Month - April 2008
- 17th TRW Honor Guardsman of the Month - August 2007
- 17th TRW Airmen Against Drunk Driving Member of the 3rd Quarter 2008
- 433d Aeromedical Evacuation Squadron ORI Outstanding Performer 2011
- 433d AES COASTAL BEND Certificate of Appreciation 2012
- 386th Air Expeditionary Wing HG Top Performer for January 2009

CIVILIAN AWARDS – 7 Total

- UF Alumni Association 40 Gators Under 40 Outstanding Young Alumni Award 2020
- Marquis Who’sWho in America 2020
- Orange County Medical Society Award 2017
- Spindletop Community Recipient Radiant Star Award 2017
- Little Cypress-Mauriceville (LC-M) High School Distinguished Alumni 2015
- LC-M High School Military Virtual Wall of Honor 2015
- Orange Leader Newspaper’s Best New Elected Official of the Year 2015

ADDITIONAL MILITARY TRAINING (Unit Funded) – 3541.5 Total Hours

- Marine Corps Command and Staff College – Seminar - Quantico, VA (392 hrs) 2021
- Joint and Combined Warfighting School – Hybrid - NS Norfolk, VA (370 hrs) 2020
- Aeromedical Evacuation Senior Leader Conference - Webcast (8 hrs) 2020
- Defense Readiness Reporting System Training - Dobbins ARB, GA (16 hrs) 2020
- Headquarters RIO IR Orientation Course - Buckley AFB, CO (24 hrs) 2018
- Defense Support of Civil Authorities Level II Course - San Antonio, TX (28 hrs) 2016
- Operational Planning Team Leaders’ Course - NS Norfolk, VA (16 hrs) 2016
- Reserve Officer Joint Maritime Operations Course - NAVSTA Newport, RI (80 hrs) 2015
- Joint Medical Planning Toolkit Course - Fort Sam Houston, TX (40 hrs) 2015
- Joint Medical Operations Course - Fort Sam Houston, TX (40 hrs) 2015
- NATO Joint Medical Planners’ Course - Oberammergau, Germany (32 hrs) 2015
- Leadership Today and Tomorrow Course - San Antonio, TX (16 hrs) 2015
- Joint Personnel Recovery (294) Course - NS Norfolk, VA (24 hrs) 2015
- Joint Humanitarian Operations Course - NS Norfolk, VA (16 hrs) 2015
- JECC Deployability Training - Naval Station Norfolk, VA (16 hrs) 2014
- International Junior Officer Leadership Development - Karup AB, Denmark (52 hrs) 2014

• Joint Enabling Capabilities Command Planning Course - NS Norfolk, VA (80 hrs)	2014
• Reserve Component Joint Officer Prof. Dev. (RCJOPD) - San Antonio, TX (20 hrs)	2014
• Reserve Officer Developmental Education Phase II - Alexandria, VA (24 hrs)	2014
• RODE Phase I - Minneapolis-Saint Paul Joint ARS, MN (24 hrs)	2013
• JECC Indoctrination Course - NS Norfolk, VA (40 hrs)	2013
• Medical Readiness Management Course - Fort Sam Houston, TX (80 hrs)	2013
• Contingency Wartime Planning Course - Maxwell AFB, AL (72hrs)	2013
• Anti-Terrorism Officer Level II Course - Homestead ARB, FL (31 hrs)	2013
• Status of Resources and Training System Course - Lackland AFB, TX (24 hrs)	2012
• Readiness Skills Verification Program Mobile Course - Portsmouth, NH (32 hrs)	2012
• Junior Officer Leadership Development Course - McChord AFB, WA (22 hrs)	2012
• Squadron Officer School - Maxwell AFB, AL (184 hrs)	2011
• Health Service Exec Management - Atlanta, GA (33.5 Cat-II hrs)	2011
• Senior MSC Team Seminar - Atlanta, GA (7 Cat-II hrs)	2011
• Readiness Skills Verification Course - McChord AFB, WA (32 Cat-II hrs)	2010
• Aeromedical Evacuation Contingency Ops Training - Sheppard AFB, TX (62.5 hrs)	2008
• Contingency Aeromedical Staging Facility Course - Sheppard AFB, TX (60 hrs)	2008
• University of Notre Dame Online, Six Sigma Black Belt Certification (135 hrs)	2008
• Global War on Terrorism Training - Goodfellow AFB, TX (32 hrs)	2008
• American College of Healthcare Executives (ACHE) - Dyess AFB, TX (1.5 hrs)	2008
• Senior Leadership Conference - Leesburg, VA (24 hrs)	2008
• Air Force Smart Ops for 21st Century (AFSO21) - Goodfellow AFB, TX (40 hrs)	2008
- Project reduced student-patients' time in MDG by 50%; improved student training	
• Squadron Officer School (Correspondence) - Maxwell AFB, AL (96 hrs)	2008
• ACHE Regional Cluster - Seattle, WA (12 Cat-I hrs)	2008
• ACHE Luncheon - San Angelo, TX (1.5 Cat-I hrs)	2008
• Global War on Terrorism Training - Goodfellow AFB, TX (24 hrs)	2008
• ACHE Annual Congress - Chicago, IL (12 Cat-I hrs)	2008
• Group Practice Managers Course - Sheppard AFB, TX (40 Hours)	2007
• AFSO21 - Goodfellow AFB, TX (40 hrs)	2007
- Project reduced patients' pharmacy wait times 60%; improved patient satisfaction	
• Access Improvement Seminar - San Antonio, TX (20.5 Hours)	2007
• Primary Care Optimization Course - Goodfellow AFB, TX (8 hrs)	2007
• Medical Readiness Planners Course - Sheppard AFB, TX (80 Hours)	2007
• ACHE Annual Congress - New Orleans, LA (15 Cat-I hrs)	2007
• Business Planner Course - Sheppard AFB, TX (16 Hours)	2007
• Air and Space Basic Course - Maxwell AFB, AL (270 hrs)	2006
• ACHE Regional Cluster- Baltimore, MD (12 Cat-I hrs)	2006
• Expeditionary Medical Operations Planners Symposium - Las Vegas, NV (32 hrs)	2006
• Status of Resources and Training System Course - Dyess AFB, TX (24 hrs)	2006
• Health Services Administration - Sheppard AFB, TX (424 hrs)	2006
• Commissioned Officer Training - Maxwell AFB, AL (184 hrs)	2006

ADDITIONAL CIVILIAN TRAINING – 470.5 Total Hours

• Advanced Administrative Law Course, Texas Bar CLE - Webcast (13 hrs)	2021
• FSMB Annual Meeting - Virtual (11 hrs)	2021
• Advanced Texas Administrative Law Seminar, UT Law CLE - Webcast (13.50 hrs)	2020
• Advanced Administrative Law Course, Texas Bar CLE - Webcast (12.25 hrs)	2020
• Practicing Law in the Shadow of COVID19, Texas Bar CLE - Webcast (1 hr)	2020
• Government Law & Liability Conference, Texas OAG - Austin, TX (10.75 hrs)	2019
• Governor's Executive Development Program, UT LBJ School - Austin, TX (100 hrs)	2019
• Advanced Administrative Law Course, Texas Bar CLE - Austin, TX (12.75 hrs)	2019
• FSMB Annual Meeting - Fort Worth, TX (20 hrs)	2019

- FSMB Board Attorney’s Workshop - Austin, TX (5.5 hrs) 2018
- IAMRA Annual Conference - Dubai, UAE (8.25 hrs) 2018
- Advanced Administrative Law Course, Texas Bar CLE - Austin, TX (12.75 hrs) 2018
- FSMB Annual Meeting - Charlotte, NC (20 hrs) 2018
- FEMA E/L/G/ 276 Benefit-Cost Analysis Course - Beaumont, TX (16 hrs) 2018
- Fall Judicial Education Session, TX Judicial Academy - Galveston, TX (16 hrs) 2017
- Leadership Southeast Texas - Southeast Texas (48 hrs) 2017
- Fall Judicial Education Session, TX Judicial Academy - Corpus Christi, TX (20 hrs) 2016
- Pipeline Safety Course - Beaumont, TX (4 hrs) 2016
- Texas Association of Counties (TAC) Probate Academy - Lubbock, TX (16 hrs) 2015
- FEMA ICS-400 - Beaumont, TX (8 hrs) 2015
- FEMA ICS-300 - Beaumont, TX (16 hrs) 2015
- TAC Judicial Orientation for New County Judges Seminar - Lubbock, TX (30 hrs) 2015
- New County Judges and Commissioners Seminar - Austin, TX (20.5 hrs) 2015
- TAC Preparing to Take Office Seminar - Livingston, TX (8 hrs) 2014
- TDCAA Prosecutors’ Trial Skills Course - Austin, TX (27.25 hrs) 2014

OPERATIONS/DEPLOYMENTS

- COVID-19 RESPONSE (133 Days) 2020-2021
 - Travis Air Force Base, California
- MISSION TAILORED PACKAGE (28 Total Days) 2016
 - US Pacific Command, Camp H.M. Smith, Hawaii
- UNITED ASSISTANCE (45 Days) 2014
 - US Army Africa Headquarters, Ederle Caserma Del-Din, Vicenza, Italy
- ENDURING FREEDOM/IRAQI FREEDOM/HORN OF AFRICA (183 Days) 2008-2009
 - Ali Al Salem Air Base, Kuwait

EXERCISES

- February Exercise 2020 (FEBEX20) - Dobbins ARB, GA (4 Days) 2020
- Joint Enhanced Training (JET) 17-1 - NS Norfolk, VA (2 Days) 2016
- Mission Ready Exercise (MRX) 16-4 - Stuttgart, Germany (5 Days) 2016
- Joint Enhanced Training (JET) 16-4 - NS Norfolk, VA (3 Days) 2016
- KEY RESOLVE EXERCISE - USAG Camp Walker, Korea (20 Days) 2016
- JET 16-3 - NS Norfolk, VA (3 Days) 2016
- JET 16-2 - Yorktown, VA (2 Days) 2015
- ULCHI-FREEDOM GUARDIAN EXERCISE - USAG Yongsan, Korea (21 Days) 2015
- MRX 15-4 - Camp Lejeune, NC (5 Days) 2015
- JET 15-4 - NS Norfolk, VA (1 Day) 2015
- ULCHI-FREEDOM GUARDIAN EXERCISE - Osan AB, Korea (21 Days) 2014
- MRX 14-4 - MacDill AFB, FL (5 Days) 2014
- JET 14-2 - NS Norfolk, VA (2 Days) 2014
- National Disaster Management System (NDMS) EX - Lackland AFB, TX (2 Days) 2013
- COASTAL BEND EXERCISE, Participant - Corpus Christi, TX (4 Days) 2012
- Operational Readiness Exercise (ORE), Participant - Gulfport, MS (5 Days) 2011
- ABILITY TO SURVIVE & OPERATE RODEO EX, Participant - LAFB (2 Days) 2011
- ALAMO RESPONSE EXERCISE, Planner - Brownsville, TX (15 Days) 2011

SPECIAL EVENTS

- Air Fiesta, EOC Medical Representative - Mathis Field, San Angelo, TX (1 Day) 2008

INSPECTIONS

- Health Services Inspection (HSI), Participant - Lackland AFB, TX (4 Days) 2013
- Compliance Unit Inspection (CUI), Participant - Lackland AFB, TX (4 Days) 2013
- Aircrew Standards/Evaluation Visit Inspection, Participant - Lackland AFB (7 Days) 2012

- Operational Readiness Inspection (ORI), Participant - Gulfport, MS (5 Days) 2011
- Health Service/AAAHC Inspection, Project Officer - Goodfellow AFB, TX (5 Days) 2008

CROSS COUNTRY FLIGHTS/TRAININGS

- Fort Lauderdale-Hollywood International Airport, FL, KC-46 (4 Days) 2021
- Hickam Air Force Base, Honolulu, HI, KC-135 (9 Days) 2012
- Key West Naval Air Station, Key West, FL, C-130 (2 Days) 2009

PLANS

- USPACOM Level-4 OPLAN 2016
- OUA's Base Plan Annex Q with appendices, OPT Reintegration, & OPT NEO 2014
- Medical Readiness Training and Exercise Schedule (MRTES) 2013
- Fiscal Year Business Plan, Planner/Executed 2008, 2009
- Fiscal Year Business Plan, Executed 2007
- Medical Readiness Training and Exercise Plan (MRTEP) 2006, 2007
- Medical Contingency Response Plan (MCRP) 2006, 2007
- Medical Unit Readiness Training (MURT) 2006

REFERENCES

- Civilian – Dr. Sherif Zaafran, President of the Texas Medical Board
 - Sheriff.zaafran@tmb.state.tx.us
 - (713) 824-6500
- Military – Lt Col Jody Cowan, Commander of the 94th Aeromedical Evacuation Squadron
 - Jody.cowan.2@us.af.mil
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(Current as of 04 August 2021)