

GARRETT (LANE) COHEE, D.B.A.

Marshall E. Rinker Sr. School of Business
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ACADEMIC POSITIONS

- 2019 - 2023 Associate Dean and AACSB Initial Accreditation Chair
Palm Beach Atlantic University, West Palm Beach Florida
Marshall E. Rinker Sr. School of Business
- 2021 - 2023 MBA Chair
Palm Beach Atlantic University, West Palm Beach Florida
Marshall E. Rinker Sr. School of Business
- 2017 - Present Associate Professor of Management
Palm Beach Atlantic University, West Palm Beach Florida
Marshall E. Rinker Sr. School of Business
- 2008 – 2009 Adjunct Instructor, Program Management
Embry Riddle Aeronautical University, Melbourne Florida Campus

CORPORATE AND GOVERNMENT POSITIONS

- 2011 - 2017 Executive Director of Program Management
Harris Corporation, Melbourne Florida
- 2004 - 2011 Senior Program Manager/Systems Engineer
Harris Corporation, Melbourne Florida
- 2000 - 2004 Corporate Engineer
Titan Corporation, Colorado Springs Colorado
- 1994 - 2000 Principal Systems Engineer
LinCom Corporation, Colorado Springs Colorado
- 1991 - 1994 Satellite Systems Engineer
USAF 4th Space Operations Squadron, Colorado Springs Colorado
- 1987 - 1991 Acquisition Project Manager
USAF Ballistic Missile Office, San Bernardino California

EDUCATION

Doctor of Business Administration	Rollins College , Winter Park, Florida <i>Roy E. Crummer Graduate School of Business</i> , 2017 Dissertation Title: Corporate Asset Deployment Strategies During Market Contractions: A Defense Sector Analysis
Master of Engineering	University of Colorado , Colorado Springs, Colorado <i>College of Engineering and Applied Science</i> , 2000 Major: Engineering Management
Master of Business Administration	University of Redlands , Redlands, California <i>Alfred North Whitehead College</i> , 1990
Bachelor of Science	United States Air Force Academy , Colorado Springs, Colorado Major: Astronautical Engineering, 1987

ACADEMIC LEADERSHIP EXPERIENCE

Palm Beach Atlantic University, West Palm Beach, Florida – (www.pba.edu)

Associate Dean and AACSB Initial Accreditation Chair, Rinker School of Business (2019 to 2023)

Led business school operational transformation implemented to successfully achieve AACSB initial accreditation (achieved May, 2023). Oversaw key strategic planning, curriculum, assurance of learning, faculty qualifications, scholarship, and societal impact process initiatives. Chaired RSB Strategic Planning Committee and led annual RSB Mentor-Protégé Program.

- RSB AACSB Initial Accreditation Chair - authored initial Self Evaluation Report, Progress Reports 1 and 2, and final Self Evaluation Report during 2019-22. Organized and trained faculty and staff for final 2023 Peer Review Team visit. Achieved initial accreditation for 24-member school in less than 5 years.
- Authored and maintained five annual revisions of the RSB Strategic Plan (2018-2023). Developed and codified strategic planning review cycle, RSB Key Performance Initiatives (KPIs), and Risk Register.
- Created curricula for new 3+2 MBA and Data Analytics programs. Designed four new courses for the Data Analytics program. Led two successful faculty searches in 2021, staffing growing management and data analytics programs.
- Led RSB Mentor-Protégé Program, pairing 25+ of RSB's top junior and senior students with community executive and senior-level leaders. Taught multiple professional development workshops for the proteges and moderated multiple professional e.g., HR forums with business leaders.

MBA Chair, Rinker School of Business (2021 to 2023)

Led curriculum revisions, modality enhancements, and program growth initiatives designed to place the RSB MBA program in a position to build upon newly acquired AACSB accreditation.

- Designed and added two new courses to the core curriculum: Management of Digital Information Systems and Managing People and Organizations. Developed and taught

Managing People and Organizations both on ground and online.

- Led the creation of an online version of the RSB MBA program, rolling out in AY 2023-24. Designed and developed two of the nine new online courses.
- Served as advisor for 70+ MBA students; developed and maintained PBA MBA LinkedIn page consisting of 100+ RSB MBA alumni; provided regular video updates of ongoing program activities e.g., accreditation status.
- Conducted Zoom and in-person interviews for 60+ MBA applicants annually.

PUBLICATIONS IN REFEREED JOURNALS

- Cohee, G. L. (2023) – [Project Management Methods Applied to the Association to Advance Collegiate Schools of Business \(AACSB\) Initial Accreditation Process](#). *Journal of Education for Business*, Online Apr 2023, 1-10.
- Cohee, G. L. (2022) – [Ajax Revisited: The Impact of Hubris and Shame on Leadership Effectiveness](#). *Organizational Dynamics*, 51(3), 1-10.
- Cohee, G.L. & Voorhies, S.J. (2021) – [The Effect of Self-Deception on Leadership Effectiveness](#). *Journal of Biblical Integration in Business*, 24(1), 5-15.
- Cohee, G. L., Piccolo, R.F. & Kiyamaz, H. (2020) - [Impacts of Free Cash Flow on Firm Performance during Market Contractions](#). *International Journal of Business*, 25(3), 230-48.
- Cohee, G. L., Voorhies, S. (2020) – [Leading from Within](#). *Christian Business Review*, Fall 2020, 14-25.
- Cohee, G.L., Barrows, J.J., & Handfield, R. (2019) – [Early Supplier Integration in the U.S. Defense Industry](#). *Journal of Defense Analytics and Logistics*. 3(1), 2-28.
- Cohee, G. L. (2019) - [Corporate Downsizing: Getting our Policy Right](#). *Organizational Dynamics*, 48(1), 38-43.

RESEARCH UNDER REVIEW

- Cohee, G.L. & Barnhart, C.M. Often Wrong, Never in Doubt: Mitigating Overconfidence in Leadership Decision-Making. *Organizational Dynamics*.

ACADEMIC PRESENTATIONS

- Cohee, G.L. & Barnhart, C.M. (2023, March). “Often Wrong, Never in Doubt: Mitigating Overconfidence in Leadership Decision-Making.” Presented at the 2023 Palm Beach Atlantic University Interdisciplinary Research Conference, West Palm Beach, FL.
- Cohee, G.L., (2022, March). “Ajax Revisited: The Impact of Hubris and Shame on Leadership Effectiveness” Presented at the 2022 Palm Beach Atlantic University Interdisciplinary Research Conference, West Palm Beach, FL.
- Cohee, G.L., Voorhies, S. (2021, March). “The Impact of Self-Deception on Leadership Effectiveness” Presented at the 2021 Palm Beach Atlantic University Interdisciplinary Research Conference, West Palm Beach, FL.
- Cohee, G.L. (2020, February). “Recovering the Leader’s Sense of Self” Presented at the 2020 Association of Higher Biblical Education Annual Convention, Orlando FL.
- Cohee, G.L., Piccolo, R. F., & Kiyamaz, H. (2018, October). “Impact of free cash flow on firm

performance during market contractions: Evidence from the U.S. defense industry” Paper presented at Aero Finance Conference, Paris France.

COURSES DEVELOPED

MBA Management of People and Organizations (Palm Beach Atlantic University), 2023
MBA Fundamentals of Project Management (Palm Beach Atlantic University), 2019
MBA Planning, Monitoring & Controlling Projects (Palm Beach Atlantic University), 2019
MBA Contemporary Project Management (Palm Beach Atlantic University), 2019
Project Management (Palm Beach Atlantic University), 2018

ONLINE COURSES CREATED

MBA Management of People and Organizations (Palm Beach Atlantic University), 2023
MBA Fundamentals of Project Management (Palm Beach Atlantic University), 2023
Project Management (Palm Beach Atlantic University), 2023
Business Strategies (Palm Beach Atlantic University), 2022

COURSES TAUGHT

MBA Fundamentals of Project Management** (Palm Beach Atlantic University), 2019 – Present
MBA Planning, Monitoring & Controlling Projects* (Palm Beach Atlantic University), 2019 – 2023
MBA Contemporary Project Management* (Palm Beach Atlantic University), 2019 – Present
MBA Management of People and Organizations** (Palm Beach Atlantic University), 2023 – Present
MBA Operations and Supply Chain Management* (Palm Beach Atlantic University), 2017 – 2022
MBA Corporate Strategy (Palm Beach Atlantic University), 2018
Project Management* (Palm Beach Atlantic University), 2019 - Present
Business Strategies** (Palm Beach Atlantic University), 2023 - Present
International Management (Palm Beach Atlantic University), 2022, 2017
Production and Operations Management (Palm Beach Atlantic University), 2017 – 2020
Organizational Behavior (Palm Beach Atlantic University), 2018 – 2019, 2023
Human Resource Management (Palm Beach Atlantic University), 2017 – 2018
Labor Relations Management (Palm Beach Atlantic University), 2018
Project Management in Aviation Operations (Embry Riddle University, Melbourne FL), 2008 - 2009
International Project Management (Embry Riddle University, Melbourne FL), 2008 - 2009
Anatomy of Project Organizations (Embry Riddle University, Melbourne FL), 2008 - 2009

* Hybrid on-ground and synchronous online

** On-ground and asynchronous online

CORPORATE TRAINING

Lane Cohee, PLLC, West Palm Beach, Florida – (www.lanecohee.com)

Consultant and Trainer (2017 to Present)

Leverage professional and academic experience to provide consulting and training for the following industry and government organizations:

- Jenoptik Optical Systems, LLC - 40-hour Fundamentals of Program Management training course (2023).

- Beyond20 – 35-hour Project Management Professional (PMP®) training course for Defense Information Systems Agency (2023)
- Alluvionic Corporation - multiple 35-hour Project Management Professional (PMP®), 30-hour Risk Management Professional (RMP®), and 16-hour Fundamentals of Project Management training courses for government and commercial customers (2021-present).
- Florida Department of Transportation (FDOT) - multiple recurring 40-hour Fundamentals of Project Management training course.
- Harris Corporation (now L3Harris) - 12-hour Project Startup Simulation and GM Guidance for Evaluating Program Review courses.
- Intercultural Exchange Seminar (IES) for 25 Austrian Institut für Management (IfM) Executive MBA students - Business cycles and corporate asset allocation planning.

CORPORATE AND GOVERNMENT LEADERSHIP EXPERIENCE

Harris Corporation, Melbourne, Florida – (NYSE: HRS, www.harris.com)

Executive Director of Program Management (2011 to 2017)

GM/P&L leader for business area achieving \$175M in annual revenues. Provided PMO leadership, overarching strategy and direction for key pursuits, program execution, product development and customer/partner relations.

- PMO Executive Leader for 200-member business segment PM staff, providing strategic direction for policy/practice standards, training and development, and staffing. Led Independent Review Team (IRT) program audits. Developed and delivered training modules covering all phases of the program lifecycle.
- As GM, drove 95% growth in operating margins, 25% growth in revenue, and 50% improvement in cash flow performance over six years.
- Developed and executed annual 3-year strategic plan including market and competitive analysis, opportunity creation, research and development (R&D)/ capital expenditure (CapEx), differentiation strategies, financial forecasting, and execution planning.
- Directed new business development activities including opportunity qualification, pursuit planning, price to win analysis, proposal development and pricing strategies.
- Assessed program/product startups, product forecasting, program plans, and ongoing execution using Earned Value Management (EVM) and Capability Maturity Model Integration (CMMI)-based standards to achieve Annual Operating Plan (AOP) targets.
- Built executive relationships with internal engineering, business development, operations staffs, along with external partners and customers to support business execution and growth plans.
- Presented business performance vs. AOP to Segment President and staff. Briefed customer executive leadership teams on program execution performance.
- Functional manager for 20-member department, providing recruitment, objective setting and performance evaluations supporting business growth and talent development goals.

Senior Program Manager / Systems Engineer (2004 to 2011)

Led \$30M annual program portfolio. Directed multi-disciplinary teams to achieve program technical, cost, and schedule objectives. Managed programs in various phases from pursuit to production, exercising CMMI-3, AS 9100/ISO 9001 Quality Management, and accredited EVM processes.

- Ran pursuit and execution of a \$30M US Air Force space control ground system. Directed proposal activity and program execution through successful baseline and formal design reviews with schedule/cost performance indices significantly better than plan.
- Managed \$130M US Navy data link program through development qualification to production award, overseeing engineering design, qualification testing, logistics planning, and production readiness by 60-member team. Led baseline and production reviews and managed \$50M of production subcontracts.
- Led PMO and System Engineering teams for \$105M US Navy satellite communications terminal development. Managed on-time delivery of 600+ deliverables to customer. Organized and led successful execution of multiple hardware, software, and security design reviews. Led major test planning and execution content during down-select phase. Completed development with schedule/cost performance indices on plan.

Titan Corporation, Colorado Springs, Colorado – (NYSE: TTN, acquired by L-3 Comm in 2005)

Corporate Engineer (2000 to 2004)

Directed \$28M software product development effort for prime contractor Lockheed Martin, achieving multiple 99% award fees. Managed and performed architecture design, algorithm and software development using CMM Level 5 key practices. Led technical decision-making, project scheduling, budgeting, project control, and resource allocation of cross-functional team members. Authored initial business and operations plan for \$13M division.

LinCom Corporation, Colorado Springs, Colorado – (acquired by Titan Corp. in 2004)

Principal Systems Engineer (1994 to 2000)

Led 15-member cross-functional software development team producing multiple satellite mission planning software products for Department of Defense (DOD) customers. Conducted technical analysis and operations support. Performed systems design for satellite resource apportionment, terminal-payload acquisition algorithms, antenna/terminal location techniques, and real-time terminal control.

United States Air Force, Norton AFB, California and Falcon (Schriever) AFB, Colorado

Project Manager and Satellite Systems Engineer (1987 to 1994)

Established and organized 10-member US Air Force satellite operations engineering team. Defined and implemented project objectives, staffing and training procedures required for initial operations. Performed payload systems engineering required for initial operations. Performed acquisition and project management for multiple programs related to the research, development and test of advanced strategic missile systems

PROFESSIONAL DEVELOPMENT

- 2014 Zenger-Folkman Extraordinary Leader Program
- 2010 Executive Leadership Directions Program, University of Virginia Darden School of Business
- 2009 Leadership Brevard Program, LEAD Brevard
- 2008 Business Pursuit Simulation, Harris Corporation
- 2006 Management of Major Programs, University of Management and Technology
- 2005 Program Management Workshop, Harris Corporation
- 2005 Project Engineering, Harris Corporation
- 2005 Earned Value Management, Harris Corporation
- 2005 Project Management and Program Control Processes, Project Management Technologies
- 1987 Systems Acquisition Management, US Air Force

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS

- Project Management Professional (PMP)**, Project Management Institute (PMI), 1999 (License # 18061)
- Risk Management Professional (RMP)**, Project Management Institute (PMI), 2023 (License # 3550500)
- Project Management Institute (PMI)** Authorized Training Partner, 2021
- Professional Agile Leadership I (PAL-1)**, Scrum.org 2021 (License # 645756)

RECOGNITION

- 2023 Dean's Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
- 2022 Faculty Service Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
- 2021 Faculty Service Award – Marshall E. Rinker Sr. School of Business, Palm Beach Atlantic University
- 2017 Beta Gamma Sigma (4.0 Doctoral GPA) – Rollins College Chapter
- 2010 Program Manager Award – New Start Award, Harris Corporation
- 2009 Program Manager Award – Supplier Management Award, Harris Corporation
- 2008 Program Manager Award – Defense Special Recognition Award, Harris Corporation
- 2007 Engineering Award – Technical Leadership, Harris Corporation
- 1990 Gordon C. Atkins Memorial Scholarship for top MBA Student, University of Redlands
- 1989 Achievement Award for Acquisition Source Selection Leadership, U.S. Air Force

REFERENCES

Brian K. Strow, Ph.D.
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