**David Struthers**

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**EDUCATION**

 **Master of Arts, Latin American Studies**

 Institute of Latin American Studies ▪ University of Texas at Austin ▪ Austin, TX

Dual Theses: *The Batlle Era and Labor in Uruguay*. Committee Chair: Professor Jonathan Brown, Department of History, University of Texas at Austin; *U.S. Low Intensity Conflict Policy in Latin* *America.* Committee Chair: Professor Henry Dietz, Department of Government, University of Texas at Austin

 **Master of Science, Strategic Intelligence and Area Studies**

 Defense Intelligence College ▪ Washington, D. C.

Thesis*: The Beagle Channel Dispute Between Argentina and Chile: An Historical Analysis*. Committee Co-Chairs: LTC Robert Karrer, US Army, Defense Intelligence College; Dr. Hazel Ingersoll, Defense Intelligence College

**Bachelor of Science, General Science** with concentration in Biology & Environmental Science

 Purdue University ▪ West Lafayette, IN

 **Bachelor of Arts, European History**

 Purdue University ▪ West Lafayette, IN

* English as a Second Language Course, Sound Learning, Shelton, WA
* Franchise Development and Operations Course ▪ Mailboxes, Etc. University ▪ San Diego, CA
* Professional Business Analysis Course ▪ George S. May Co. ▪ San Jose, CA
* Business and Fiscal Analyst Course/Six Sigma Course ▪ Fort Irwin, CA
* US Army Command General Staff College Fort Leavenworth, KS
* US Marine Corps Command and Staff College, Quantico, VA
* Uruguayan Command and Staff College, Institute of Advanced Military Studies, Montevideo, Uruguay
* Post-Graduate Intelligence Program, Defense Intelligence College, Washington, DC
* Other extensive advanced career-level staff, security, intelligence, operations, and related courses ▪ U.S. Army

**TEACHING AND MENTORING**

 **English Research Writing and Methodology**

English Department, Saint Martin’s University

* Planned, developed and taught undergraduate research writing and methodology, with emphasis on critical reading and thinking strategies
* Utilized select readings to stimulate thinking and writing strategies
* Exposed students to research methods, databases, source analyses and argumentation strategies
* Required students to provide oral presentations of research products/papers in a seminar format

 **English Writing Instructor**

English Department, Saint Martin’s University

* Planned, developed and taught undergraduate writing for incoming undergraduates
* Emphasized critical thinking/reading in all elements of writing assignments
* Explored and developed various writing genres to prepare students for future academic and professional endeavors
* Utilized numerous selected readings in support of all writing assignments

**English Composition Instructor**

Extended Learning Division, Saint Martin’s University

* Planned and taught an intensive academic writing/composition course for

active duty soldiers and airmen at Fort Lewis, WA

* Used instructional technology (e.g. Moodle) to enhance pedagogical technique
* Developed a unique class curriculum utilizing numerous genres of writing with emphasis on rhetorical analysis, argumentative techniques and advocacy of points of view.

**English as a Second Language Instructor**

Education First International Language School—Seattle

* Currently provide ESL instruction to a variety of international students from beginner to advanced levels.
* Conceived, developed and presented two specialized courses for advanced English training: The World of Sports and Leadership/Management.

Office of International Programs and Development, Saint Martin’s University

* Have taught virtually every ESL course to all proficiency levels within the University.

Courses taught include TOEFL, Reading, Grammar, Writing, Speaking and Presentation, US History and Cultural Values, and University Preparation.

* Expert in the teaching of the TOEFL (Test of English as a Foreign Language). Created, developed and implemented a stand-alone advanced TOEFL class separate from the standard curriculum. Voluntarily administered the course during non-teaching time. Students attending the course improved test scores by an average of 20-25%.
* Conceived and developed complete course material for two courses without textbooks. Produced PowerPoint presentations and a new curriculum for these courses.
* Produced and presented an in-depth presentation for the visiting Shanghai Maritime University students regarding US and Northwest History. This received a positive reception and noted as “best” presentation of their visit.
* Provided formal English as a Second Language (ESL) instruction to various customers in Europe and Latin America.
* Mentored students and staff regarding outcome-based instruction and standards. Facilitated and implemented outcome-based instruction at all levels of the Saint Martin’s Intensive English Language Instruction Program.
* Mentored, counseled, and advised college-level students regarding academic and professional concerns.

 **ESL Tutor**

Sound Learning (Washington State-sponsored Literacy Organization), Olympia, WA

* Currently volunteering with Sound Learning teaching ESL and US citizenship requirements to local residents and immigrants, both individually and in groups.
* Prepare students and administer proficiency-level tests as required by state bylaws.
* Prepare and expose students to navigate US societal norms, customs and government and private services.
* Provided formal English as a Second Language (ESL) instruction to various customers in Europe and Latin America.

**Senior Civilian Intelligence and Operations Trainer/Instructor**

Operations Group, National Training Center, Fort Irwin, CA

* Facilitated and performed training of brigade leaders and intelligence staff as Senior Civilian Intelligence Trainer. Managed and supervised five staff and 30 to 40 subject matter experts.
* Instructed, lectured and trained approximately 5000 troops over 4 ½ year period, in groups of 40 to 50 monthly, including military and civilian leaders from up to 30 different countries.
* Revamped existing intelligence training program for NTC to become model for all Combat Training Centers worldwide. Created lesson plans, provided procedural instruction, and brought in specialists to provide additional training and support. Developed intricate model of evaluation to ensure relevance of instruction and mastery of subject matter.
* Utilized enhanced and relevant teaching tools and resources to accentuate student understanding of subject matter.
* Emphasized student engagement and collaboration among peers and students to foster an open and effective training and academic environment. Utilized extensive project/problem-based learning techniques.
* Performed supervision, scheduling, and evaluations for five direct staff at NTC. Performed counseling and mentoring in job performance, company mission, policies, and procedures. Participated in hiring and firing of personnel.
* Led numerous military and civilian organizations utilizing innovative and efficient processes such as six sigma program.
* Developed a company-wide recognition system including awards, bonuses, and certificates of achievement to improve morale and decrease staff turnover.
* Worked with US military veterans through the Disabled American Veterans and informal networks to facilitate veteran re-integration and overcome personal and professional barriers and issues.
* Mentored peers, subordinates, higher-ranking officers, civilian supervisors, and foreign guests and diplomats in a variety of settings on work-related doctrines, personnel issues, conflict resolution, career decisions, strategic planning, and other topics.
* Received government and company recognition for training excellence and section performance.

**History, Military Affairs and Political Science Instructor**

Courses taught in various venues worldwide to audiences, students and representatives from over 30 countries and within a myriad of industries, businesses and organizations. Courses Presented:

* *Pacific Northwest History Seminar*, Saint Martin’s University

Provided an overview of the western movement of settlers to the Northwest and the intricacies involved with the various nations claiming the Northwest Territories from the late 18th to late 19th centuries.

* *US History and Cultural Values Course*, Saint Martin’s University

Provided an extensive analysis of the values and norms associated with the foundations established in early US history and how those values are reflected in today’s society.

* *Intelligence Warfighting Doctrine Course*, National Training Center, Fort Irwin, CA

The principal course which I developed and taught for over 4 years adapted for use as necessary to the missions of the combat units attending the NTC. This course served as the basis for training at the NTC and emphasized techniques, doctrine and the integration of resources, equipment and collaboration of all US and foreign entities to accomplish and support operational missions.

* *Contemporary Middle East History Course*, National Training Center, Fort Irwin, CA

This course was a focal point for all units being assigned missions to the Middle East. It was designed to provide background information and contemporary perspectives grounded in reality to better accomplish liaison and joint missions with allies in the region.

* *Contemporary History of the Balkans Course*, National Training Center, Fort Irwin, CA

A course designed to foster a better understanding of the Balkans and the relationship with Russian influence in the region. This course was used to further training objectives in an area of potential conflict not related to the current Middle/Near East conflicts.

* *US History Course*, Institute of Advanced Military Studies, Montevideo, Uruguay

A general survey course presented in both Spanish and English to officers of the Uruguayan Command and General Staff College. Emphasis was on comparative government structures and the attributes of the US founding philosophies and their impact on contemporary US societal norms.

* *US Constitution Course,* Institute of Advanced Military Studies, Montevideo, Uruguay

This course compared the US Constitution and its founding principles with other, more contemporary constitutions and why the US Constitution is unique.

* *Contemporary Politics Course*, Institute of Advanced Military Studies, Montevideo, Uruguay

A political science-oriented course looking at the how and why the US government is structured as it is and how it functions in today’s society.

* *Historical Trends in US Military Doctrine Course*, Institute of Advanced Military Studies, Montevideo Uruguay. This course was designed to augment my graduate thesis in Uruguay. The course emphasized the ever changing and flexibility of US military doctrine over different periods of US history based on such factors as the type of war, location, enemy, technology and the home front.
* *Latin American Drug Trade*, Intelligence and Civil/Military Directorates, US Southern Command, Panama
* *Tactical Intelligence Operations,* Operations Group, National Training Center, Ft. Irwin, CA
* *Tactical and Strategic Intelligence Collection Platforms,* Operations Group, National Training Center, Ft. Irwin, CA

**Other Teaching and Training Assignments**

* *Franchise Business Operations, Marketing and Sales*, A&D International Communications, INC.
* *International Marketing and Sales*, Equinox de Mexico, S.A.

**RESEARCH ASSESSMENTS AND PRESENTATIONS**

* Research Assessment: *Latin American Drug Trade*, Intelligence and Civil/Military Affairs Directorates, US Southern Command, Panama
* Area Study and Assessment*: Panama and Noriega*, Pre-Operation Just Cause, Intelligence Directorate, US Southern Command, Panama
* Intelligence Assessment: *Guatemalan Insurgency: Causes and Outlook*, US Southern Command, Intelligence Directorate, Panama
* Intelligence Assessment: *Mexico: Outlook for the New Millennium,* US Southern Command, Intelligence Directorate, Panama
* Intelligence Assessment*: Central America: Prospects for Stability and Security*, US Southern Command, Intelligence Directorate, Panama
* Research Assessment*: Guatemala: Development Poles and Future Stability*, University of Texas at Austin
* Country Study*: Iran into the 21st Century*, Purdue University, West Lafayette, IN
* Thesis: *Operation Desert Storm: Doctrinal and Technological Innovations,* Uruguayan Command and General Staff College, Institute of Advanced Military Studies, Montevideo, Uruguay
* Presentation*: Early Migrants to the Pacific Northwest*, Shanghai Maritime University Visiting Students, Saint Martin’s University
* Presentation: *Intelligence Warfighting Doctrine: Applications to Counter-Insurgency and* *Small Wars Operations*, National Training Center, Fort Irwin, CA
* Presentation: *Operation Desert Storm: Doctrinal and Technological Innovations*, Uruguayan Command and General Staff College, the Defense Minister, and the Ministry of Defense Staff, Montevideo, Uruguay
* Presentation*: International Relations: US Policies Toward Latin America*, Uruguayan Command General Staff College, the Minister of Defense and the Ministry of Defense Staff, Montevideo, Uruguay
* Presentation: *The Latin American Drug Trade: Threats to Stability*, Intelligence Directorate, US Southern Command and the Department of Communications, University of Texas at Austin
* Presentation: *Command Overview Briefing*, US Southern Command, US Embassies in Latin America and senior elected officials and country representatives (ambassadorial-level) from the US, Europe and Latin America
* Presentation: *The Huebner-Malinin Agreement: The US Military Liaison Mission, Potsdam*, *East Germany*, to the Commander-in-Chief and Chief of Staff, US Army Europe, Heidelberg, West Germany
* Presentation: *A Country Study: Iran into the 21st Century*, Purdue University
* Presentation: *The Guatemalan Insurgency and Stability Operations*, Intelligence Directorate, US Southern Command, Panama
* Presentation: *Central American Instability: Direct Threat to the US?* Headquarters, US Southern Command, Panama to various US media outlets
* Numerous other presentations, monographs, assessments and studies throughout military and civilian academic career

**RESEARCH EXPERIENCE AND CURRENT RESEARCH INTERESTS**

* Extensive research in area studies and international relations, with emphasis on Europe, Russia, China, Middle East and Latin America. Conducted research in over 40 countries.
* Research in US history, with emphasis on diplomatic, military and modern US history (post-1898 to present).
* Current research interests include international relations and the history of resistance movements. Emphasis on contemporary issues such as displaced persons/refugees and the reemergence of nationalism as a driving force to recapture national identities.
* Additional research interests include the US Constitution, with emphasis on the impact of Enlightenment philosophers on the Founders’ conceptual understanding of republican government and the various pillars of exceptionalism which identify the uniqueness of the US throughout its history.

**ENTREPRENEURIAL AND TRAINING EXPERIENCE**

* Developed a top retail business services and shipping franchise, from start-up to gross sales increase of over 40% in five years.
* Developed independent consultation business to support corporate and investor clients with international market analysis and development, product development, and economic analysis. Provided cultural and linguistic support and guidance for prospective overseas and domestic operations. Offered management consulting for foreign and domestic clients, with emphasis on Latin America and Europe.
* Mentored, trained, and coached potential and new franchise owners.
* Trained sales associates and leadership teams in Mexico for product-based company.
* Performed initial and on-going trainings for staff at business services and shipping company.
* Developed and implemented first-ever training program for the Intelligence Directorate, Operations Group, National Training Center, Fort Irwin, CA.
* Trained sales associates in Mexico to provide professional customer service.
* Trained business services and shipping associates to go ‘above and beyond’ normal levels and advocated viewpoint of best advertising is word-of-mouth from good customer service.

**COMMUNICATION**

* Developed and performed briefing concerning drug problems and military operations in Latin America for military staff and civilians in Panama.
* Presented subject matter talks and formal briefings, in Spanish, to students and cadre of the Uruguayan Command, General Staff College, and Uruguayan National Defense leadership.
* Wrote Statement of Work job descriptions for NTC personnel to meet Army standards. These became model for future Statement of Work descriptions.
* Wrote Associates Handbook for business services and shipping company staff.
* Produced intelligence reports and analyses, both written and verbal, for military ambassadors in Panama and U.S. State Department. Frequent subject matter briefer at various military commands and civilian organizations worldwide, in English and Spanish.

**BUSINESS ANALYSIS, PROJECT MANAGEMENT AND OPERATIONS MANAGEMENT**

* Served as program coordinator and liaison between military and civilian-owned defense training and support services company at National Training Center (NTC). Managed, supervised, coordinated, scheduled, and trained contractor personnel, with mission to prepare and train Rotational Units (RTU) for deployment to war zones.
* Developed and implemented Standard Operating Procedures and procedure manual, training programs, and evaluation program for defense support services company.
* Performed executive-level operations management for product-based company expanding into Mexico. Managed and supervised staff vendors in Mexico and US. Developed new operational and logistical procedures resulting in cost savings of over $200K in one year period.
* Designed and implemented company policies and procedures for international expansion activities worldwide. Coordinated and negotiated contracts with buyers and distributors from more than 20 countries. Achieved 400% increase in profitability of primary subsidiary.
* Created, installed and completed major cost-savings project for INC 500 Company resulting in solidifying business for long-term growth.
* Coordinated emergency management group of 20 to 30 for military in Panama during crisis period

**OFFICIAL PROTOCOL RESPONSIBILITIES**

* Served as official liaison officer to Uruguayan Military Institute and several NATO and former Soviet military offices.
* Served as point of contact for foreign dignitaries in Panama. Provided briefings in English and Spanish, as required.
* Provided official liaison and escort duty to high-ranking US, NATO, European and Latin American leaders.
* Represented Equinox International to business delegate groups and teams from more than 20 countries, focusing on business development and expansion.

**FINANCIAL ANALYSIS AND ADMINISTRATION**

* Analyzed financial records for product-based company expanding into Mexico. Developed short and long term operational/organizational plans and budgets. Managed and coordinated accounting, purchasing, and other company functions.
* Reviewed and analyzed business plans and financial records of businesses to determine strengths and weaknesses, as employee of business support company. Developed reports and explained ways support company could help increase profitability and productivity.
* Performed primary financial administration for mail services company including state and local taxes, profit/loss analysis, bills payable/receivable, vender research, contract negotiations, and advertising.

**EMPLOYMENT HISTORY**

 **Master English Instructor,** Education First—Seattle 08/16-Present

**Adjunct Instructor in ESL**, Saint Martin’s University, Lacey, WA 12/14-Present

 **ESL Tutor and Instructor**, Sound Learning, Shelton, WA 4/14-Present

**Supervisor and Team Lead/Senior Civilian Intelligence Trainer** 5/09 to 2/14

 CUBIC Applications, INC. ▪ Intelligence Section, Operations Group

 National Training Center, Fort Irwin, CA

 **Owner** 4/93 to 12/11

 The UPS Store ▪ Lacey, WA

 **Business Analyst** 9/98 to 10/99

 George S. May Co. ▪ San Jose, CA

**Director, Mexico Operations & International Development** 8/96 to 9/98

 Equinox International Corporation ▪ Las Vegas, NV

 **Consultant in International Business** 9/92 to 8/96

 A & D International Communications, INC. ▪ Lacey, WA

 **Commissioned Field Grade Officer** 5/78 to 9/92

 U.S. Army

 Strategic and Tactical Intelligence Designations

 Foreign Area Officer (Latin America) Designation

**ADDITIONAL SKILLS**

* Spanish language skills—Proficient

* German language skills—Proficient

**AWARDS**

 Knowlton Award ▪ U.S. Army

* For outstanding achievement and contribution to Military Intelligence

UPS Store designation of “Center of Excellence”

* For operations and customer service

Uruguayan Command and Staff Officers Badge

* For outstanding achievement

Numerous US Army and Joint military decorations and certificates

Distinguished Military Graduate--ROTC

Distinguished Military Student--ROTC

Superior Cadet Citation—ROTC

ROTC 3-year academic scholarship

* For outstanding achievements in the Reserve Officers Training Corps Program and academics, Purdue University, West Lafayette, IN

Outstanding Member of the Purdue University Choir

* For outstanding service to the Purdue University Choir as Senior Manager

Outstanding Residence Hall Counselor, Purdue University

* For excellence in mentoring and student grades/comportment

**OTHER HONORS**

* Phi Alpha Theta History Honor Society, University of Wisconsin--La Crosse, La Crosse WI

* Phi Kappa Phi Honor Society, University of Texas at Austin
* Graduated Highest Honors, Defense Intelligence College, Washington DC
* Graduated Highest Honors, University of Texas at Austin