

ROBERT ARMSTRONG

Smithfield, VA | (757) 897-4556 | bob@rkarmstrong.com | linkedin.com/in/legweak

EXECUTIVE SUMMARY

PRINCIPAL SOLUTIONS CONSULTANT

Outstanding Work Ethic | Business Development | Building Loyal Customers

Visionary Executive with over 20+ years of honorable service in the armed forces as a Lieutenant Colonel and extensive expertise in business intelligence, healthcare, higher education, and government sectors. A track record of successfully building and leading high-performing teams, delivering superior results, and managing business growth. Organized, detail-oriented, and creative systems thinker known for diligence, pursuit, tenacity, and resourcefulness when resolving complex challenges for the success of the organization.

AREAS OF EXPERTISE

- | | |
|---|---|
| ☆ Organizational Improvement & Emotional Intelligence | ☆ Principal Consulting & Enterprise Solutions |
| ☆ Organizational Mindfulness & Strategic Partnerships | ☆ Network Planning & Security Management |
| ☆ Exceptional Interpersonal & Communication Skills | ☆ Performance & Relationship Management |
| ☆ Mentor, Facilitate, Educate, & Team Development | ☆ Systems Thinking & Change Management |
| ☆ Excellent Customer Service & Client Consultation | ☆ Innovation & Operational Improvements |
| ☆ Entrepreneurial Support & Problem Resolutions | ☆ Cost-Effectiveness & Business Analysis |
| ☆ Project/Program Management & Data Analysis | ☆ Business Intelligence & Sustainability |
| ☆ Strategic Planning & Operations Management | ☆ Time Management & Punctuality |

EXECUTIVE ACHIEVEMENTS

- ➔ **2022, Fueled** steady growth of continuous robust training programs resulting in an annual increase in revenue by **10%** over the previous **6** years as direct reflection of leadership and innovation excellence.
- ➔ **2020, Secured \$8M** healthcare and research innovation grant from the Hampton Roads Bioscience Research Consortium resulting in building and testing critical digital patient data framework.
- ➔ **2019, Instrumental** in securing a **\$737M** contract to advance medical modeling and simulation support and development to the U.S. Air Force.
- ➔ **2005, Initiated 500%** growth in funding for the U.S. Marine Corps simulation training programs over 4 years leading development of multiple training simulations being utilized to the present day.

EXECUTIVE OVERVIEW

EPICURAL, LLC. | NORFOLK, VA | 2016 - PRESENT

Owner & Principal Consultant, (2016 - Present)

Utilize consultative approach to help organizations solve complex problems within the business and leadership structure. Assess situations and deliver targeted solutions using various tools and resources.

- ◆ **Achieved** measurable improvements for 7 startups in multiple industries by identifying and implementing strategies to improve performance, execute market opportunities, develop business models, and maps bringing products to market.
- ◆ **Monitor** processes to increase long-term business success. Provide high-demand consulting services to all customers by designing, prioritizing, and monitoring processes for all clients.
- ◆ **Outline** the vision with stakeholders to determine resources and people that would play a key role in change management.
- ◆ **Increased** operational efficiencies, enhanced strategic and tactical focus, and diversified opportunities within the business.

EASTERN VIRGINIA MEDICAL SCHOOL (EVMS), NORFOLK, VA | 2012 - PRESENT

Executive Director, (2012 - Present)

Sentara Center for Simulation & Immersive Learning is a revenue-generating business for EVMS and is the largest department.

- ◆ **Elected** President of the Society for Simulation in Healthcare by international membership, serve the Society by improving performance, reducing errors through the use of simulation throughout all healthcare professions.
- ◆ **Reduce** staff workload while enhancing the quality of courses; designed and implemented more than 700 courses tailored to meet the needs of **85+** colleges and hospitals.
- ◆ **Increased** revenue generation through collaboration with multiple external commercial partners that strengthened operations throughout Eastern Virginia Medical School (EVMS).
- ◆ **Provide** innovation and long-term operational strategies and processes that generate cost savings, create value for learners and increase revenue.

- ◆ **Contribute** to the efficient and effective delivery of medical training through the development of new initiatives and execution of sustainable programs.
- ◆ **Generated** continuous stream of revenue through multiple external business partnerships, bolstering EVMS operations across the board.
- ◆ **Pivot** business models to ensure profitability; minimized revenue impact and meet unique demands during COVID.
- ◆ **Served** as consultant for multiple companies to help design and improve critical healthcare products and services.
- ◆ **Plan**, execute, and lead team of **140** to provide over **60K** training hours annually to over **8K** learners.

Director Of Corporate Outreach, (2015 - Present)

The first leader in this role. Generating revenue and profitability by identifying and pursuing new business opportunities. Changing and improving EVMS business development processes, establishing partnerships to attract partners, inventors, and funding sources.

- ◆ **Built** strategic partnerships to launch commercial spin-off projects that contributed to the technology transition process to strengthen research, protect intellectual property, and guarantee a competitive edge.
- ◆ **Developed** and led partnerships and revenue opportunities with multiple external companies. Impact the school's economic status through proactive efforts with partners.
- ◆ **Engaged** in regional and state-wide economic development activities to gather competitive and industry intelligence.

BOOZ ALLEN HAMILTON | NORFOLK, VA | 2007 - 2012

Lead Associate, (2007 - 2012)

Embedded consultant. Solved Armed Forces readiness problems through modeling, analysis, and simulation. Used data to drive business decisions and processes that modify how the Air Force detects manages and engages critical threats, and how the Navy trains the fleet. Identified gaps, assessed needs, and enhanced operational and strategic capabilities of all clients.

- ◆ **Created** Joint Tactical Air Picture (JTAP), the joint air picture of the U.S. Air Force exposing **100%** of airborne/missile threats to the theater.
- ◆ **Successfully** procured individual multi-million-dollar contracts to support Navy, Marine Corps, and Air Force clients.
- ◆ **Engineered** **5** tools to improve modeling and simulation analytical capability for the Armed Forces.
- ◆ **Chairman** of the **2010** Modeling and Simulation World Conference and Expo in Hampton, Virginia.
- ◆ **Provided** an annual budget of **\$80M** for synthetic fleet training for the United States Navy.

VIRGINIA MODELING, ANALYSIS, & SIMULATION CENTER | SUFFOLK, VA | 2005 - 2007

Director Of Technology, (2005-2007)

The first leader in this role, managing 12 research lab scientists, multiple research projects, and center infrastructure (network and computers).

- ◆ **Reviewed** requests for additional services and upgrades. Assessed costs and benefits to the organization. Developed new business opportunities, program and project plans, and proposals.
- ◆ **Maintained** pace with technological processes, economic changes, and company needs by directing continual improvements of staff and procedures.
- ◆ **Managed** the design and creation of new **65K** square foot facility, which included servers, multimedia, and telecommunications capabilities.
- ◆ **Aligned** technical infrastructure goals to research activities, planned information technology for the future as well as maintenance of current systems.
- ◆ **Initiated** a **\$10M** project and enlisted **12** researchers to continue simulation research for the Joint Forces Command.
- ◆ **Constructed** a gaming development lab to support the expansion of the business.

Over the years, ViGYAN has participated in numerous "small business development improvement programs." The one that was conducted by Bob Armstrong was the first and only activity that provided true benefits and practical advice. Mr. Armstrong took a personal interest in our company, was technically competent, and has continued supporting us on other business development/proposal activities.

Richard White, Vice President, ViGYAN | Client Success Story

EARLY CAREER EXPERIENCE

LIEUTENANT COLONEL, UNITED STATES MARINE CORPS, QUANTICO, VA, 1985-2005

Marine Corps' 1st modeling and simulation officer. Developed modeling and simulation training capabilities that continue to improve the Marine Corps' readiness; lead diverse teams in successfully accomplishing challenging tasks; 20 years of leadership experience.

- ◆ **Spearheaded** development of the *Combined Arms Command and Control Training Upgrade System*, simulation-based training tool revolutionizing the Marine Corps' Unit Training for preparing for costly live fire and maneuver events.
- ◆ **Led** development of the *Deployable Virtual Training Environment*, a "virtual sandbox" designed for deployed Marine combat teams to practice critical decision making and procedural tasks when access to live systems was not feasible.

- ◆ **Wrote** and published the “*Marine Corps Science and Technology ‘Long Poles in the Tent’*,” yearly report detailing critical training shortfalls and opportunities that guided institutional research funding.
- ◆ **Commended** for exceptional leadership and awarded *Legion of Merit*, *Meritorious Service Medal*, and multiple service awards over 20 years for combat service within artillery and infantry division.
- ◆ **Consistently** ranked in the top 5% of command, hand-chosen to lead critical projects including repairing units damaged by poor leadership.
- ◆ **Retired** as Director, Technology Division, Training and Education Command in Quantico, Virginia.

EDUCATION

MASTER OF SCIENCE, COMPUTER SCIENCE

U.S. Naval Postgraduate School

BACHELOR OF SCIENCE, GENERAL ENGINEERING

U.S. Naval Academy

PROFESSIONAL HIGHLIGHTS

PUBLICATIONS & SELECTED PRESENTATIONS

Peer-Reviewed

2018, **Toward Live Virtual Constructive Simulations in Healthcare Learning**, Jose Padilla, Saikou Diallo, Bob Armstrong, *Simulation in Healthcare: Journal of the Society for Simulation in Healthcare*.

2015, **An Architecture to Support Integrated Manikin-Based Simulation**, James F. Leathrum, Jr., Roland R. Mielke, Michel Audette, Frederick McKenzie (Dept. of Modeling, Simulation and Visualization Engineering, Old Dominion University); **Robert K. Armstrong**, Geoffrey T. Miller, Andrew E. Cross (Sentara Center for Simulation and Immersive Learning, Eastern Virginia Medical School); Mark W. Scerbo (Dept. of Psychology, Old Dominion University) *Summer Simulation Multi-Conference, The Society for Modeling & Simulation International*.

2004, **CACCTUS: Linking the Live, Virtual, and Constructive Environments**, **Robert K. Armstrong**, Michael P. Bailey, Gregory R. Caldwell, Nancy Harmon, *The Interservice/Industry Training, Simulation & Education Conference*.

2002, **The Deployable Virtual Training Environment**, Michael P. Bailey and **Robert Armstrong**, *Interservice/Industry Training, Simulation & Education Conference (I/ITSEC)*.

1998, **The Relative Performance of Various Mapping Algorithms is Independent of Sizable Variances in Run-Time Predictions**, **Robert Armstrong**, Debra Hensgen, Taylor Kidd, *Heterogeneous Computing Workshop, IEEE Technical Committee on Parallel Processing, 1998* (cited over 300 times in other research papers).

1997, **System Software Developers Desperately Need Better Simulation Tools**, Moore, L., Hensgen, D., Janakiramam, M., Armstrong, R., Kidd, T., Lima, J., Kussow, M., Halderman, M., Freund, R., Wallace, J., and Peterson, *Western Simulation Multiconference, Phoenix, AZ, (January)*.

Non-Peer-Reviewed

2019, **Conference Paper: Making the Case for Cross-industry/Cross-disciplinary MS&V Collaboration ‘Cooperation for Mutual Benefit’**, MODSIM World Conference and Expo, Norfolk, VA, R. J. Severinghaus, **B. Armstrong**, D. Markovits.

2013, **Conference Paper: A Model for Evaluating Healthcare Simulation Systems**, **Bob Armstrong**, Eric Prytz, R. Kennedy, B. Anderson-Montoya, Andrea Parodi, Mark Scerbo, *HFES 2013 International Symposium on Human Factors and Ergonomics in Health Care*.

Monograph

2015, **International Healthcare Market Assessment**: Australia, Canada, South Africa, United Arab Emirates, and the United Kingdom, **Bob Armstrong** (for the Virginia Economic Development Partnership’s “Going Global Defense Initiative”).

1997, **Investigation of Effect of Different Run-Time Distributions on Smartnet Performance**, **Robert K. Armstrong, Jr.**, Master’s Thesis, Naval Postgraduate School (260+ citations).

Book Chapters

2020, **Simulation Concept Map** (Book Chapter) *Improving Healthcare Systems* (part of Springer’s Comprehensive Healthcare Simulation Series), Editors: Ellen Deutsch, Harshad Gurnaney, and Shawna Perry, (www.medsimcmaps.org).

2017, **Modeling and Simulation Societies Shaping the Profession** (Book Chapter), **Robert K. Armstrong** and Simon J.E. Taylor, *The Profession of Modeling and Simulation: Discipline, Ethics, Education, Vocation, Societies, and Economics*, Andreas Tolk (Editor), Tuncer Ören (Editor).

AWARDS & ACHIEVEMENTS

PROFESSIONAL

President's Citation, Sustained Superior Performance, *Society for Simulation in Healthcare*, 2022
Philanthropy Champion Award, *Eastern Virginia Medical School*, 2017

MILITARY

Legion of Merit ☆ Meritorious Service Medal ☆ Navy & Marine Corps Commendation Medal X2 ☆ Navy & Marine Corps Achievement Medal x2 ☆ Service Medal National Defense Service Medal x2 ☆ Armed Forces Expeditionary Medal (Somalia) Global War on Terrorism

PROFESSIONAL AFFILIATIONS & VOLUNTEER ORGANIZATIONS

PROFESSIONAL MEMBERSHIPS

Member Board of Directors, *Axon Park*, 2021-Present
 Board of Directors, *IVIR, Inc.*, 2019-Present
 Board of Directors, *eTrainetc, Inc.*, 2018-Present
 Society for Simulation in Healthcare, 2012-Present
 National Modeling and Simulation Coalition, 2012-Present
 VMASC Industry Board of Advisors, 2008-Present
 National Training Simulation Association, 2001-Present
 Kecoughtan AAA Academy Board, 2015-2017
 Community Foundation Industry Cluster, 2014-2016
 Virginia Beach BioScience Task Force, *Advisory Committee*, 2014-2016

VOLUNTEER SERVICE

International Society for Simulation in Healthcare | 2019-2022, President, Society for Simulation in Healthcare ◊ 2017-2018, Director at Large & Board of Directors ◊ 2015 - 2016, Chair & Meetings Oversight Commission.

National National Modeling & Simulation Coalition | 2014-2021, Chair, Technology Committee ◊ 2020-Present, Lead, Patient Safety Working Group.

Regional VABIO Connect | 2022-Present, Regional Co-Director, Norfolk, Virginia
 757 Accelerate | 2018-Present, Member, Board of Directors, Norfolk, Virginia
 Norfolk Innovation Corridor | 2017-Present, Member, Board of Directors, Norfolk, Virginia
 University-Based Economic Developers | 2014-Present, EVMS Representative, Commonwealth of Virginia
 Virginia Beach BioScience Task Force Advisory Committee | 2014-2016, Member, Virginia Beach, Virginia
 Center for Public-Private Partnership | 2010-2013, Member and Chair, Suffolk, Virginia
 Industry Advisory Board, VMASC, Old Dominion University | 2008-Present, Member, Suffolk, Virginia

ADDITIONAL COMPETENCIES & TECHNICAL EXPERTISE

Microsoft Suite ◊ Excel ◊ Office ◊ PowerPoint ◊ Outlook ◊ Salesforce ◊ Zoom ◊ Microsoft Teams ◊ ACE CRM ◊ Google Suite ◊ Quality Control ◊ Build Critical Alliances ◊ Simulation Consultation ◊ Advising ◊ Training ◊ Reports Management ◊ Debriefing ◊ Public Relations ◊ Security Management ◊ Management Communications ◊ Career Advising ◊ Senior Mentor ◊ Client Relations ◊ Public Speaking ◊ Solution Driven ◊ Strong Negotiation ◊ Customer-Centric Solutions ◊ Strong Negotiation ◊ Superior Interpersonal ◊ Communication Skills ◊ Exceptional Problem Solving ◊ Analytical Skills

Success is not final, failure is not fatal: it is the courage to continue that counts. — Winston S. Churchill