

Thomas L Travis

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After retirement from the military, working as a national security analyst, Mr. Travis served as primary author and editor for two foundational studies on the Iraq War and as editor and contributing author on USG participation in Hurricane Katrina response. He also served as study coordinator and editor for over forty classified and unclassified reports for Department of Defense senior leadership, supervising teams of military officers, civilian analysts, and writers; and developed and managed a team that provided insights, alternate analysis, and theater context to four combatant commanders developing five compartmented contingency plans. Before retiring from the military, Captain Travis served as Commander, Submarine Squadron 11, Deputy Commander for the *USS Theodore Roosevelt (CGN 71)* Battle Group, director of the Navy's experimentation program, and submarine commanding officer aboard *USS New York City (SSN 696)*.

Studies Director, Joint Center for Operational Analysis (JCOA), US Joint Staff and US Joint Forces Command—2005 to retirement from Government Service in 2012

As the permanent manning and facilities of newly formed JCOA were put in place, Mr. Travis developed the JCOA analytical and writing team of 9 government service, 17 contractor, and 18 military personnel. He also managed the annual budget for conducting studies.

- Created the methodology and supporting organization for conducting JCOA studies, developing new methods for collecting lessons from military operations
- Authored significant portions and, as chief editor, ensured content, accuracy and evidentiary standards on over 40 reports and briefings. These studies were used by the most senior leadership in the US government
- Authored significant portions and, as chief editor, ensured content, accuracy, and evidentiary standards on the foundational report on federal response to Hurricane Katrina. The data collection team consisted of over 110 people headed up by a Brigadier General

Assistant Director, Joint Advanced Warfighting Program (JAWP), Institute for Defense Analyses—2002 to 2004

The Joint Advanced Warfighting Program, a division of the Institute for Defense Analyses (IDA) in Alexandria, Virginia, was stood up and funded to serve as a catalyst for innovation within the Department of Defense.

In early 2003—working directly with military leaders—Mr. Travis coordinated a thirty-person team, largely drawn from IDA, charged with collecting joint lessons learned, identifying quick wins for rapid change, and identifying capabilities for improvement while observing Operation IRAQI FREEDOM. Briefings were provided to the many senior leaders including the Secretary of Defense, the Vice President, and the President.

- **Major contributing author and lead editor for foundation reports on Operation IRAQI FREEDOM major and post-major combat operations**
- **Coordinated the stand up of the active collection effort that served as prototype for the creation of the Joint Center for Operational Analysis**

Program Manager, Booz-Allen and Hamilton—2000 to 2002

Immediately after retirement in the US Navy, Mr. Travis led a twenty-person team in support of joint experimentation.

Director, Maritime Battle Center—1998 to 2000

In his final job in the US Navy, Captain Travis was the first Director of the Maritime Battle Center (MBC). The Chief of Naval Operations chartered this start up command to be the Navy's agent for innovation and experimentation.

His team worked with the five Navy numbered fleet commanders to run five fleet battle experiments (FBEs), one every six months. Each FBE examined how changes in procedures, practices, and use of technology might significantly improve military capability. Using an 18-month planning cycle, rapid prototyping, integration of experimental and legacy technology, and new functional information flows for revised procedures, the FBE process used a modeling and simulation test bed as the backbone.

Chief of Staff and Deputy Commander, Carrier Group Eight 1996-1998

Captain Travis served as Deputy Commander to Admiral Gregory Johnson during *USS Theodore Roosevelt (CVN71)* Battle Group's 1996 and 1997 deployment to the Mediterranean and the North Arabian Gulf, executing real world operations including strike, antisubmarine warfare, freedom of navigation, and anti-air warfare.

Commander, Submarine Squadron Eleven 1994-1996

While Commander Submarine Squadron 11 in San Diego, Captain Travis was the reporting commander for 14 submarines, two submarine tenders, one submarine base, and one submarine training facility. He reported to Commander Submarine Forces, Pacific who ran all submarines in the Pacific from his headquarters in Hawaii.

Director, Navy Modeling and Simulation 1993-1994

While assigned to the Pentagon, Captain Travis developed a policy to bring the Navy modeling and simulation into compliance with the Department of Defense. He also coordinated modeling and simulation across various Navy activities.

Senior Fellow, Chief of Naval Operations Strategic Studies Group, US Naval War College, Newport RI 1992-1993

Captain Travis served as one of thirteen Fellows, exploring possible future security environments and identifying challenges and opportunities for US influence. He authored papers and developed briefings for senior Navy, Marine Corps, Joint, DOD and DOS leadership.

Instructor, Submarine Prospective Commanding Officer (PCO) School—1990 to 1992

The Secretary of the Navy chartered this school in 1947 to insure that submarine commanding officers never again suffered from the overly conservative, ineffective tactics that had marked the first year of World War II.

Along with another instructor, Captain Travis developed the curriculum for the course and trained a generation of Commanding Officers aboard US nuclear submarines.

Commanding Officer, USS New York City (SSN 696)—1988 to 1990

Trained and deployed two times in three years.

Education: United States Naval Academy-1971
Nuclear Power Training-1973
Senior Fellow, Chief of Naval Operations' Strategic Studies Group, US Naval War College-1992

Personal: Born December 19, 1949.
Married with 4 children.

Clearance: TS/SCI (Currently active)

Awards: Five Legion of Merit medals, the John Bond Stockdale award for inspirational leadership, Admiral Jack Darby Award for command excellence

Publications: Co-editor and contributing author to the classified report *Operation Iraqi Freedom: Major Combat Operations*
Editor and primary author of the classified report *Operation Iraqi Freedom: Post-major Combat Operations 2004 to 2005*
Editor and contributing author for *Hurricane Katrina: August-September 2005--National Response to Catastrophic Events: Applied Lessons for Consequence Management*