

# MARK ADKINS, PhD

AKCollaborations  
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Innovation and Emerging Solutions

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Dr. Mark Adkins is a result driven strategic and tactical senior professional who provides insight to leading corporations, governments, and agencies around the world. He is an authority in network centric operations (NCO), collaboration, group decision-making, human communication, information systems, and humanitarian assistance/disaster relief (HA/DR). Dr. Adkins possesses an in-depth understanding of Navy and Air Force operations, emerging technologies and their application. Proven areas of achievement: Leadership, Business Development, Strategic Planning, Process and Organizational Engineering, and Facilitation. Dr. Adkins led teams in the analysis, development and integration of information systems in militaries, governments and businesses. For over twenty years, Dr. Adkins has established relationships and developed business across the defense, emergency management, homeland defense and education sectors. Dr. Adkins is a thought leader as well as an action officer with over 80 publications in peer reviewed journals, book chapters and conference articles/proceedings

## *EDUCATION*

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### **Ph.D., University of Arizona 2000**

Major: Communication

Minor: Management Information Systems

Dissertation: "Using group support systems for strategic planning with the United States Air Force: The effects of a facilitator using technology to structure verbal and electronic communication to increase quality output and improve group member satisfaction with the interaction process"

### **Master's Degree, University of Hartford 1989**

Major: Organizational Communication

### **Bachelor's Degree, University of Hartford 1986**

Major: Communication

Minor: Mechanical Engineering

## *QUALIFICATIONS*

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<b>Security Clearance</b>	Department of Defense - SECRET	
<b>Funding Development</b>	Leader or key participant on 81 proposals for funding; with 41 successful and one pending	
<b>Military Exercises &amp; Deployment</b>	Participated in over 25 deployments, exercises and wargames with months spent on US Navy ships and other locations during the performance of these projects.	
	8 - U.S. Navy JTFEXs	USS Coronado 7th Fleet Deployment
	2 - RIMPACs	U.S. Navy 3 - Fleet Battle Experiments
	U.S. Navy Global Wargames	USS John C. Stennis Deployment
	USMC Urban Warrior	USS Constellation Deployment
	USN/USMC 3 - Kernel Blitz	Deception Training-Kessler, AFB
	U.S. Navy Silent Fury & Ring of Fire	366 <sup>th</sup> Expeditionary Wing Mountain
	Extended Littoral Battlefield	Home AFB

- Humanitarian Assistance / Disaster Relief** **Joint Disaster Assistance Team** proposal briefed in the Pentagon to Assistant Secretary of Defense Networks and Information Integration, Dr. Lin Wells.
- Turkey Earthquake Relief Deployment** deployed to İzmit after an earthquake with the magnitude of 7.4, lasted for 48 seconds, killed over 17,000 people in northwestern Turkey on Tuesday 17 August 1999 at 3:01 am, and left approximately half a million people homeless.
- Emergency Operations** **Civil Military Operations Center USS Coronado** designed, implemented and operated all elements of the operation center including environmental, technological, staffing and process.
- Strong Angel I – Lead designer and implementation expert** for a large scale (1000s) experiment in Civil-Military Operations for Humanitarian Assistance. Integrated expertise from United Nations field operatives with seven nation’s militaries and other non-governmental agencies. The focus was to development knowledge for refining advanced applications of emerging technologies in a configurable medical communication matrix.
- Strong Angel II – Participant coordinator** the goal was to design and implement a far-forward capacity for rapid and appropriate information management from global resources within and across civil-military sectors. Capitalizing on requirements discovered in the Humanitarian Operations Center during Operation Iraqi Freedom.
- Border Security** **Determination of Intent U.S. Department of Homeland Security** Led implementation of research and integration for Customs and Boarder Protection and Transportation Security Administration.
- BoaderSafe U.S. Department of Homeland Security** lead facilitator in an applied research environment, to address the inter-agency data-sharing and analysis challenges brought to light in the post-9/11 era. The goal was to create infrastructure for an information system to allow the automatic sharing of data without violating laws or policy across the environment. There was close collaboration with domain practitioners and institutions such as ARJIS (Automated Regional Justice Information System), which represents more than 50 law-enforcement agencies, Customs and Border Protection and other agencies.
- Major Projects**
- StrikeCOM Wargame software - **Office of the Secretary of Defense & U.S. Air Force**
  - Distributed strategic planning software implementation - **U.S. Air Force**
  - CommandNet software - **U.S. Navy**
  - Collaborative Metric System - **U.S. Navy**
  - Automated Systems to Detect Deception - **U.S. Air Force**
  - GroupWriting Software - **U.S. Army**
  - Collaborative Logging Capability - **U.S. PACOM**

## ***PROFESSIONAL EXPERIENCE***

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### **MANAGING PARTNER**

*2006-present*

*AKCollaborations*

Delivered services in network centric operations, group facilitation and collaboration consulting. Clients are military, commercial and government organizations focused on the human side of collaboration and maximizing efficiency with technology.

### **SENIOR MANAGING CONSULTANT**

*2007*

*IBM Innovation and Emerging Solutions, Public Sector*

Combatant Command Collaboration Project Lead, an Operational Integrator for the Defense Information Systems Agency Net-Centric Enterprise Services program to provide enterprise services in support of the Global Information Grid. Develop and implement an opportunity for integrated emergency management. Network Enabled Capability Assessor for NATO Response Force 9. Develop business area for integrated emergency management.

### **DIRECTOR OF RESEARCH**

*Center for the Management of Information, University of Arizona*

Responsible for creation, development, funding and completion of research projects in a multi-million dollar research center. Specific functions are: (1) to engage funding organization at all levels to insure deliverables are met and to solicit additional resources from agencies as discoveries are made and opportunities appear; (2) lead cross discipline and university team to met deliverables and integrate findings into system; and (3) generate opportunities and proposals to secure research funding.

*1999 – 2006*

### **FACILITATOR & WORKSHOP TRAINER**

*Independent consultant, Tucson, Arizona*

Taught over 25 workshops on Network Centric Warfare to U.S. Department of Defense as well as foreign Defense organizations. Facilitated over one hundred specialty meetings of senior executives and flag officers in groups of 15-50 using group support system technology. Developed and delivered

*1989 – 2006*

workshops to teach facilitation to government and private sector groups.

#### **ASSOCIATE DIRECTOR**

*Center for the Management of Information, University of Arizona*

Responsible for the operation of a multi-million dollar university research center. Specific functions include proposals for research funding; administrative and budgeting; hiring, budget, travel, sponsored projects, procurement and contracts; establishing capability to do classified research; researching technical advances in collaborative technology, facilitating groups using automated group support systems.

**1996 – 1999**

#### **SENIOR GRANTS COORDINATOR**

*Center for the Management of Information, University of Arizona*

Executed and managed the implementation of multi-million dollar research contracts. Implemented and oversaw personnel and financial project management systems.

**1995 – 1996**

### ***WORKSHOPS & TRAINING***

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#### **NETWORK CENTRIC WARFARE WORKSHOPS**

- 2006            Defense Transformation and Network-Centric Operations. National Defense University  
Ministry of Defense Statute of the Military of the Armed Forces – Portugal  
Armasuisse, Vitznau, Switzerland  
Network Centric Warfare Asia Conference – Singapore  
RUAG, Berne, Switzerland  
Raytheon Missile Systems, Tucson, AZ
- 2005            International Quality & Productivity Center Europe Conference – Germany  
National Acquisition University Fort Belvoir, Washington, D.C.  
Ministry of Defense ACT NATO – Netherlands  
United States Department of Navy Chief Information Office, Washington, D.C.  
Ministry of Defense ACT NATO - Ede, Netherlands  
Lockheed Martin Corporation, Suffolk, VA  
United States Department of Defense Office of Force Transformation, Washington, D.C.  
Network Centric Warfare Asia Conference – Singapore  
Joint Forces Staff College, Norfolk, VA  
Ministry of Defense Statute of the Military of the Armed Forces – Portugal  
Network Centric Operations Industry Consortium conference - San Diego, CA.  
United States Department of Defense Office of Force Transformation Workshop Wolf PAC
- 2004            Ministry of Defense ACT NATO – Netherlands  
United States Service Academies, Naval Post Graduate School, CA.  
Network Centric Warfare - Enhancing Battlespace Management Conference – London  
National Defense University Fort McNair, Washington, D.C.  
International Quality & Productivity Center Asia Conference – Singapore  
Allied NATO Command, Washington, D.C.  
Ministry of Defense – Germany  
Allied NATO Command, Norfolk, VA

#### **FACILITATION TRAINING**

*Increase the effectiveness of your facilitation by integrating the Skilled Facilitator Approach with the power of GroupSystems.*

- 2001-2003 Department of Interior, Albuquerque, NM, Hawaiian International Conference on Systems Sciences, Hawaii, HI. & at Center for the Management of Information, University of Arizona

*Computer-Supported Facilitation Workshop*

- 1995-1996 International Association of Facilitators Conference, Dallas TX. & Defense Information Systems Agency

### ***PUBLICATIONS***

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#### **SELECTED JOURNAL ARTICLES AND BOOK CHAPTERS**

- Kruse, J., & Adkins, M. (2005, August). The technology trap: Lessons from the network centric operations in operation enduring freedom. United States Naval Institute Proceedings. Naval Institute Press: Annapolis, MD.

- Adkins, M., Burgoon, M., & Nunamaker, J. F., Jr. (2002). Using group support systems for strategic planning with the United States Air Force: The effects of a facilitator's using GSS to structure communication to increase quality output and improve group member satisfaction with the interaction process. *Decision Support Systems*, 34(3), 315-337.
- Burgoon, J. K., Twitchell, D. P., Jensen, M. L., Adkins, M., Kruse, J., Deokar, A., Lu, S., Metaxas, D. N., Nunamaker, J. F., Jr., & Younger, R. E. (2007). Detecting concealment of intent in transportation screening: A proof-of-concept. In C. Wang et al., (Eds.), *Information Security Research: New Methods for Protecting against Cyber Threats* (pp. 628-644). Indianapolis, IN: Wiley.
- Briggs, R. O., Adkins, M., Mittleman, D. D., Kruse, W. J., Miller, S., & Nunamaker, J. F., Jr. (1999). A technology transition model. *Journal of Management Information Systems*, 15(3), 151-195.
- Burgoon, J. K., Nunamaker, J. F., Jr., George, J. F., Adkins, M., Kruse, J., & Biros, D. (2007). Detecting deception in the military infosphere: Improving and integrating detection capabilities with automated tools. In C. Wang et al., (Eds.), *Information Security Research: New Methods for Protecting against Cyber Threats* (pp. 606-627). Indianapolis, IN: Wiley
- Carlson, J., George, J.F., Burgoon, J.K., Adkins, M., & White, C. H. (2004). Deception in computer-mediated communication. *Group Decision and Negotiation*, 13(1) 5-28
- Adkins, M., & Brashers, D. E. (1995). The power of language in computer-mediated groups. *Management Communication Quarterly*, 8(3) 289-322.
- Brashers, D. E., Adkins, M., & Meyers, R. A. (1994). Argumentation and computer-mediated group decision making. In L. R. Frey (Ed.) *Communication in context: Studies of naturalistic groups* (pp. 263-283). Hillsdale, NJ: Erlbaum.

## PROCEEDINGS & CONFERENCE PAPERS

### Proceedings (Over 40 publications, full list available on request)

- Adkins, M., Kruse, J., & Younger, R. E. (2002). Ubiquitous computing: Omnipresent technology in support of network centric warfare. In R. H. Sprague, Jr. (Ed.) *Proceedings of the Thirty-Fifth Hawaii International Conference on Systems Sciences*, Los Alamitos, CA: IEEE Computer Society Press.
- Adkins, M., Twitchell, D.P., Burgoon, J.K. & Nunamaker Jr., J.F. (2004). Advances in automated deception detection in text-based computer-mediated communication. In *Proceedings of the SPIE Defense and Security Symposium* pp. 122-129, Orlando, Florida.
- Adkins, M., Kruse, J. & Younger, R.E. (2004). A language technology toolset for development of a large group augmented facilitation system. In R. H. Sprague, Jr. (Ed.) *Proceedings of the Thirty-Seventh Hawaii International Conference on Systems Sciences*, Los Alamitos, CA: IEEE Computer Society Press.
- Adkins, M., Kruse, J., McKenna, T., Cuyugan, A., Nunamaker, J. F., Miller, S. A., Younger, R. E. (2000). Experiences Developing a Virtual Environment to Support Disaster Relief with the United States Navy's Commander Third Fleet. In R. H. Sprague, Jr. (Ed.) *Proceedings of the Thirty-Third Hawaii International Conference on Systems Sciences*, Los Alamitos, CA: IEEE Computer Society Press.
- Twitchell, D.P., Wiers, K., Adkins, M., Burgoon, J.K., & Nunamaker, J.F., Jr. (2005). StrikeCOM: A Multi-Player Online Strategy Game for Researching and Teaching Group Dynamics. In R. H. Sprague, Jr. (Ed.) *Proceedings of the Thirty-Eighth Hawaii International Conference on Systems Sciences*, Los Alamitos, CA: IEEE Computer Society Press.

### Conferences (Over 25 conference papers and presentations at National and International conferences, full list available on request)

- Carlson, J. R., George, J. F., Burgoon, J. K., Adkins, M., & White, C. H. (2001, August). Deception in computer-mediated communication. A manuscript presented at the annual meeting of the Academy of Management, Washington, D.C.
- Adkins, M., & Miller, S. (1999, May). Experiences using and developing collaborative technology with the U.S. Navy COMMANDER THIRD FLEET aboard the USS CORONADO. A manuscript presented at the fourth annual intelligence community desktop collaboration conference, Virginia Beach, VA.
- Aakhus, M., Adkins, M., & Glynn, M. S. (1998, November). Concepts facilitators use for constructing communicative spaces in organizations with advanced information technologies. A manuscript presented at the annual meeting of the National Communication Association, New York, NY.

## REFERENCES

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- Dr. Jay F. Nunamaker, Jr., Director, CMI, University of Arizona
  - VADM (Ret.) Herbert Browne, President and CEO, AFCEA International
  - VADM (Ret.) Dennis V. McGinn, Vice President and GM, Energy, Transportation and Environment, Battelle
  - CAPT Scot A. Miller, USN, Director of Assessment and Experimentation SPAWAR Command
  - Mr. Robert Younger, Advanced Technology Transition Business Manager, SPAWAR Systems Center