

DONDI E. COSTIN, PH.D.

MAJOR GENERAL
UNITED STATES AIR FORCE

Hometown
Wilmington NC

Currently Serving In
Washington DC

EDUCATION

- Doctor of Philosophy**, Leadership, The Southern Baptist Theological Seminary (Louisville, Kentucky)
Dissertation: *Essential Leadership Competencies for U.S. Air Force Wing Chaplains*
- Doctor of Ministry**, Church Growth, The Southern Baptist Theological Seminary (Louisville, Kentucky)
Dissertation: *Applying the Purpose-Driven Church Paradigm to a Multi-Congregational Air Force Chapel Setting*
- Master of Divinity**, Southwestern Baptist Theological Seminary (Fort Worth, Texas)
- Master of Strategic Studies**, Air University (Maxwell Air Force Base, Alabama)
- Master of Military Operational Art and Science**, Air University (Maxwell Air Force Base, Alabama)
- Master of Arts in Religion**, Liberty Baptist Theological Seminary (Lynchburg, Virginia)
- Master of Arts**, Counseling, Liberty University (Lynchburg, Virginia)
- Bachelor of Science**, Operations Research, The United States Air Force Academy (Colorado Springs, Colorado)
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SENIOR EXECUTIVE EXPERIENCE

- Chief of Chaplains, United States Air Force, The Pentagon** **2015 – Pres**
- Senior advisor to 4-star Air Force Chief of Staff leading 664,000 Airmen and their family members.
 - Oversees 4,500 employees, \$1.5B in facilities, and \$70M budget serving 100+ campuses worldwide.
 - Directs 9 major geographically-separated divisions to advance organizational mission across the globe.
 - Generated \$10M annual budget increase to boost educational funding for Service Members and families.
 - Serves as Chaplain Corps College senior official, overseeing college mission, vision, curriculum and budget.
 - Wrote Air Force Chaplain Corps Strategic Plan, linking Chaplain Corps' spiritual care and resilience strategy to the United States Air Force's Strategic Master Plan.
 - Launched global *FaithWorks* campaign to connect resilience with academic research on religion and health.
 - Travels 120,000 miles per year to put eyes on multiple campuses and deliver more than 50 inspirational talks to college-aged American Airmen each year.
 - As Armed Forces Chaplains Board Chairman, provides advice to Secretary of Defense and Congress on issues related to health and wellbeing of Service Members and families from all three military branches.
- Senior Chaplain, Pacific Air Forces, Joint Base Pearl Harbor-Hickam, Hawaii** **2012 – 2015**
- Senior advisor to 4-star commander leading 45,000 Airmen and family members.
 - Oversaw 400 employees, \$140M in facilities, and \$15M budget serving 9 campuses in the Pacific region (including two sites in Alaska, one in Hawaii, one in Guam, three in Japan, and two in Korea).
 - Innovative manpower assignment approach saved \$1M in operations and maintenance costs.
 - Wrote Pacific Air Forces Chaplain Corps Strategic Plan, assigning resilience metrics and directing effective care strategy for Airmen and their families. Resulted in 31% increase in face-to-face care in workplaces.
 - Revised foundational Air Force regulation to guarantee religious freedom for every Air Force member.
 - Traveled 150,000 miles to deliver more than 40 inspirational talks and keynote addresses.
 - Recognized as one of only two to earn **Air Force Inspection Agency Superior Performance Team Award** during 2015 Air Force Management Headquarters Inspection. Cited as number one headquarters directorate in exceeding the seven **Baldrige Criteria for Performance Excellence**.
- Senior Chaplain, United States Air Forces Central, Doha, Qatar** **2011 – 2012**
- Senior advisor to 3-star commander leading 28,000 multinational Airmen in combat.
 - Oversaw 325 employees, \$18M in facilities, and \$12M budget serving 22 campuses in the Middle East and Central Asia (including sites in Afghanistan, Bahrain, Djibouti, Iraq, Kuwait, Kyrgyzstan, Oman, Saudi Arabia, Qatar, and the United Arab Emirates).
 - Led teams to conduct 72,000 hours of face-to-face engagement with Airmen, 31,000 counseling sessions, and 7,000 worship services.
 - Earned war zone **Bronze Star Medal** due to effective and efficient leadership during one-year deployment.
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PROFESSIONAL EDUCATION EXPERIENCE

- Graduate Student, Air War College, Maxwell Air Force Base, Alabama 2008 – 2009**
- Student in 10-month, 35-semester-hour graduate degree program in strategic studies.
 - Graduated with “**academic distinction**” in top 10% of international, multi-Service class.
 - Earned “Outstanding” rating from Inspector General for superior classroom instructional performance.
 - Developed senior chaplain leadership model as research project to complete degree requirements.
- Chief, Chaplain Corps Resource Board, Maxwell AFB, Alabama 2005 – 2008**
- Led Chaplain Corps “think tank” team of 5 officers, 5 enlisted members, and 1 multimedia specialist.
 - Oversaw Air Force Chaplain Corps needs assessments, strategic planning, extended education, and website.
 - Implemented corporate project methodology to launch/track multiple projects and their progress.
 - Managed budgets in excess of \$1.5M. Conducted two leadership summits attended by 500 senior leaders.
 - Developed comprehensive multimedia curricula to elevate Chaplain Corps proficiency at 100 campuses.
 - Masterminded \$500K grant program to fund innovative global ministry benefitting 150K Airmen.
 - Taught leadership, suicide intervention, and counseling courses as Chaplain Corps College adjunct faculty.
 - Recognized two years in a row as **Headquarters Air Force’s number one education and training team**.
 - Earned Air Force-level recognition as finalist for prestigious **Air Force Association Citation of Honor**, leading this 11-member staff team to second place behind a 5,000-member special operations force.
- Lead Chaplain Instructor, Readiness Training Center, Fort Dix, New Jersey 2004 – 2005**
- Senior chaplain advisor to training center’s 2-star commander and three independent schools.
 - Prepared and evaluated 2,400 Airmen for combat during 7 Air Force-level training exercises.
 - Led working group of 25 functional experts to build 8-day contingency skills training course from scratch.
 - Developed curricula for deployment training and effective religious/cultural interaction in the Middle East.
 - Partnered with national trauma center to train deploying chaplains in crisis/trauma ministry.
- Graduate Student, Air Command and Staff College, Maxwell AFB, Alabama 2000 – 2001**
- Student in 10-month, 33-semester-hour graduate degree program in military/organizational planning.
 - Graduated as a **Top Performer** and earned **Outstanding Contributor** honors for academic excellence.
 - Selected as **National Semi-Finalist** for the **White House Fellowship** program (Top 100 applicants).
 - Researched and wrote on the role of religion in the origin and conduct of the American Civil War.
- Campus Pastor, Basic Military Training, Lackland AFB, Texas 1996 – 1998**
- Pastored the world’s largest Air Force chapel congregation (2,500 students attended weekly) for two years, positively impacting 60,000 college-aged students enrolled in Air Force Basic Military Training.
 - Conducted more than 1,000 individual counseling sessions with students during this period.
 - Led core values training for more than 20,000 students during this period.
 - Named **Company Grade Officer of the Year** for the United States Air Force’s most populous base.
- Assistant Professor, Texas Christian University, Fort Worth, Texas 1992 – 1996**
- Taught college courses in leadership, management, political science, and military history.
 - Supervised 2 enlisted support personnel, a robust cadet recruiting staff, and 120 cadets in the university’s Air Force ROTC leadership development program.
 - Established a \$250,000 university-funded scholarship subsidy for federal scholarship recipients.
 - Produced eligible AFROTC scholarship applications at a phenomenal rate of 20 times the national average.
 - Tripled minority enrollment during three-year stint as unit recruiting officer.
 - Innovative recruiting program resulted in 50% increase in overall student enrollment during tenure.
 - **Carried 1996 Olympic Torch** for winning **Dallas/Fort Worth Community Hero** honors.
 - Named **Air Force ROTC Company Grade Officer of the Year** (#1 of 400 college professors nationwide).

OTHER PROFESSIONAL EXPERIENCE

- Senior Chaplain, Spangdahlem Air Base, Germany 2009 – 2011**
- Led team of 7 officers, 4 enlisted members, and 8 paid civilians providing spiritual care for 5,500 Airmen and their families stationed at 7 locations in 3 countries (Germany, Belgium, and Holland).
 - Supervised pastors and staff for 3 Protestant and 2 Catholic congregations.
 - Saved \$50,000 and 475 man-hours per year by merging operations from two close bases into central hub.
 - Earned “Outstanding” rating from Pentagon evaluators as lead chaplain for European Command exercise.
 - Led team to **Commander in Chief’s Installation Excellence Award** (#1 of 97 major installations).
 - Led team to win **Air Force Outstanding Large Chapel Organization of the Year** (#1 Air Force Chapel).

Deputy Base Chaplain, Pope Air Force Base, North Carolina **2001 – 2004**

- " Senior pastor for two Protestant congregations serving the needs of 250 active members.
- " Growth-minded leadership resulted in 10,000 more chapel participants in 2003 than in 2002.
- " Deployed as first permanent Air Force chaplain stationed in Afghanistan after 9/11.
- " Ministry recognized as key to flying squadron winning **DoD's Top Maintenance Unit Award**.
- " Recognized as **Air Force Chaplain of the Year** (#1 of 550 chaplains).

Senior Flightline Chaplain, Mildenhall Air Base, England **1998 – 2000**

- " Conducted flightline ministry program recognized by European Inspector General for vast scope.
- " Senior pastor for 275-member congregation that doubled in attendance while serving as pastor.
- " Deployed in support of 5 major military and humanitarian operations in Turkey, Italy, and Mozambique.
- " Named one of **Ten Outstanding Young Americans Award** winners, one of just 25 military members in award's 61 years. Class included Michael Johnson, Peyton Manning, Jimmy Osmond, and Ted Kennedy, Jr.

Chief Scientific Analyst, Joint Studies Group, Langley AFB, Virginia **1989 – 1992**

- " Conducted scientific analyses and led research teams in response to headquarters-directed queries.
- " Cited for saving \$34M via expert analysis concerning the effectiveness of unguided weapons against hardened battlefield targets.
- " Noted for "unsurpassed expertise" in calculating the number of air-to-air missiles required on hand to ensure victory in the first Gulf War.
- " Recognized as **Headquarters Tactical Air Command Company Grade Officer of the Year**.

Scientific Analyst, Weapons Evaluation Squadron, Eglin AFB, Florida **1986 – 1989**

- " Conducted operational test and evaluation studies of air-to-ground precision guided munitions.
- " Recommended hardware adjustments and tactical innovations required to enhance weapons effectiveness.
- " Compiled data and wrote reports for three major Air Force weapons evaluation programs.
- " Global manager for the Precision Guided Munitions Analysis Program, which tracked data on every precision guided weapon delivered by US tactical air forces (all military branches) worldwide.

SELECTED PRESENTATIONS

- " "Religion, Peace, and Security in Our Times." Keynote address for International Military Chiefs of Chaplains Conference, Helsinki, Finland, 2018.
- " "The Impact of Religion on Resilience." Keynote address for annual conference of military chaplains serving in South America and the Caribbean, Guatemala City, Guatemala, 2017.
- " "Leading for Spiritual Fitness." Presentation to Air Force Chaplain Corps leadership course, 2017.
- " "Faith is *NOT* a 4-letter Word." Keynote address for AF Chaplain Corps senior leader summit, 2017.
- " "Faith *Works*." Keynote address for several National Prayer Breakfast observances across the globe, 2017.
- " "Honoring America's Best." Keynote address for Osan AB (Korea) annual awards ceremony, 2017.
- " "Don't Let Your Airmen Ring the Bell." Presentation to numerous Air Force leadership summits and warrior care events across the globe, 2016-2017.
- " "Ability or Vulnerability?" Several high school commencement addresses, 2016-2017.
- " "Faith Under Fire." Keynote address for Southern Baptist Theological Seminary Night of Valor, 2016.
- " "Professionalism and the Military Chaplaincy." Keynote address for Military Chaplains Association annual awards banquet, 2016.
- " "Back to the Future: Freedom, Faith, and Ministry." Keynote address for Air Force Chaplain Corps senior leader summit, 2016.
- " "Religious Freedom and the Military." Keynote address for National Association of Evangelicals senior leadership summit, 2016.
- " "Go Pro or Go Home: Professionalism and the Profession of Arms." Presentation to the National Character and Leadership Symposium, The United States Air Force Academy, 2016.
- " "If You Don't, Who Will?" Keynote address for AF Reserve Command Chaplain Corps summit, 2016.
- " "Who Do You Play For?: Military Servant Leadership Today." Keynote address to U.S. Air Force Commissioned Officer Training graduation banquet, 2016.
- " "How to Be a 21st Century Leader." Presentation to numerous Air Force Chaplain Corps College courses, 2015-2017.

- "You Ain't Chuck Norris: Resiliency for Senior Leaders." Presentation to Pacific Air Forces senior leadership summit, 2015.
- "Thank Outside the Box." Keynote address for three National Prayer Observances in Japan, 2015.
- "Don't Worry, Be Happy." Keynote address for National Prayer Observances in Guam & Japan, 2014.
- "Your Leadership is an Answer to *Someone's* Prayer." Keynote address for Chaplain Corps College graduation ceremony, 2013.
- "Don't say 'No' when God says 'Go.'" Keynote address for four National Prayer Observances in Guam and Japan, 2013.

SELECTED PUBLICATIONS

- Costin, Dondi E. *United States Air Force Chaplain Corps Flight Plan: Developing Spiritually Fit Airmen to Fly, Fight, and Win*, 2017.
- Costin, Dondi E. *Warrior Care Strategy, Pacific Air Forces*, 2015.
- Costin, Dondi E., Timothy T. Ullmann, and Steven E. West, eds. *Leading an Air Force Chapel: A Handbook for Wing Chaplains*. Chaplain Corps Resource Board, 2008.
- Costin, Dondi E. "Introduction: You Get Paid to Lead." In *Leading an Air Force Chapel: A Handbook for Wing Chaplains*, eds. Dondi E. Costin, Timothy T. Ullmann, and Steven E. West. Chaplain Corps Resource Board, 2008.
- Costin, Dondi E. (editor), Kerry M. Abbott (editor), and Natalie Jenkins (principal author). *Airmen to Airmen: A Culture of Responsible Choices*. Denver CO: PREP, Inc, 2008. (17-session character development program for college-aged military members developed in partnership with PREP, Inc.).
- Costin, Dondi E., Timothy T. Ullmann, and Richard Novotny, eds. *USAF Chaplain Corps Deployment Guide*. Chaplain Corps Resource Board, 2008.
- Costin, Dondi E. (editor). *U.S. Air Force Chaplain Corps Strategic Plan*. Chaplain Corps Resource Board, 2007.

NOTABLE ACCOMPLISHMENTS

- Celebrity Guest & Parade Grand Marshall, North Carolina Azalea Festival, Wilmington NC, 2017.
- Air Force Inspection Agency Superior Performance Award (Team), 2015.
- Commander in Chief's Installation Excellence Award (#1 of 97 USAF installations), 2011.
- Air Force Outstanding Large Chapel Organization of the Year (#1 AF chapel), 2009.
- Headquarters Air Force Education and Training Team of the Year, 2005 & 2006.
- Department of Defense Maintenance Effectiveness Award, 2003.
- Air Mobility Command Field Grade Chaplain of the Year, 2002.
- Military Chaplains Association Distinguished Service Award (AF Chaplain of the Year), 2001.
- National Semi-Finalist, White House Fellowship, 2001.
- U.S. Jaycees Ten Outstanding Young Americans Award, 1999.
- 37th Training Wing Company Grade Officer of the Year, 1997.
- Olympic Torchbearer, 1996.
- Dallas/Fort Worth Metroplex Community Hero, 1996.
- Air Force ROTC Company Grade Officer of the Year (#1 of 400 college professors nationwide), 1994.
- Master Trainer, Prevention and Relationship Enhancement Program (PREP; 1 of 9 in DoD).
- Master Trainer, Applied Suicide Intervention Skills Training (ASIST).
- Trained Organizational Consultant (specializing in ecclesiastical organizations).
- 2-time Boston Marathon Qualifier, including 2018 (based on 2016 Chicago Marathon time of 3:26:32).
- Air Force Marathon/Half Marathon Team Champion in 2014 (w/half marathon time of 1:30:12).