

DONDI E. COSTIN, PH.D.

MAJOR GENERAL, U. S. AIR FORCE (RETIRED)
PRESIDENT, CHARLESTON SOUTHERN UNIVERSITY

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)

SENIOR EXECUTIVE EXPERIENCE

President, Charleston Southern University, Charleston, South Carolina 2018 – Pres

- Leads 3,500 students and 920 faculty/staff; stewards \$180M in university facilities and \$80M annual budget.
- Produced and implemented 2020-2025 Strategic Plan focused on enrollment, retention, and graduation gains.
- Developed holistic development model to equip students with Passport to Purpose as they earn their degrees.
- Led CSU to *US News and World Report* national rankings: #29 online bachelor's programs & #21 for Veterans.
- Improved CSU's *US News and World Report* regional rankings by 13 places in 4 years—now #49 in Southeast.
- Revolutionized enrollment ops—grew apps by 35%, deposits by 23%, new undergrad enrollment by 19%.
- Scored highest freshman-to-sophomore retention rate & largest number of resident students in CSU history.
- Set CSU records for annual giving (\$5.6M, up 110%), one-year campaign gifts (\$11M), and Giving Day (\$1M).
- Secured CSU's first named college w/second-largest gift in CSU history, chaplaincy center w/third-largest gift.
- Grew faculty/staff giving percentage from 18% to 98% in first two years via inspirational "All In" campaign.
- Launched Jay Strack Center for Global Leadership and Ministry to extend university's impact across the globe.
- Began CSU's first two doctoral degree programs (EdD; DPT); EdD exceeded enrollment goals by 88 students.
- Began state's only Aviation degree to equip Commercial/Military/Missionary pilots--80 students in year two.
- Launched CSU Engineering degree with concentrations in Computer, Electrical, and Mechanical Engineering.
- Gained national prominence: CSU's Cybersecurity BS degree named among 1st 14 ABET-accredited programs.
- Built first new residence hall in 30 years, Physical Therapy bldg, Engineering and Science bldg, Intramural Complex (\$2M); repurposed underused space to create Student Center w/grill; doubled coffee shop footprint.
- Enjoyed best year in history of CSU Athletics (2022)—3.14 cumulative GPA plus Sasser Cup 3rd place finish.
- Set national record of 13,109 for number of Operation Christmas Child shoeboxes packed in a single season.
- Led University to recognition as *the 2022 Business of the Year* (Charleston Metro Chamber of Commerce).
- Led CSU to Charleston region **2021 Health Care Heroes Award** (Team) for superior COVID-19 response.
- Led CSU to recognition as *the 2020 Large Business of the Year* (Summerville SC Chamber of Commerce).
- Earned leadership recognition as one of the Charleston region's **50 Most Influential People (2021 & 2022)**.
- President, Big South Conference (NCAA Div 1); Membership Committee, Finance Committee chair, former VP.
- Council of Presidents, South Carolina Independent Colleges and Universities (21 independent colleges).
- Member of six non-profit boards focused on education, community enrichment, and economic development.

Chief of Chaplains, United States Air Force, The Pentagon 2015 – 2018

- Oversaw 4,500 employees, \$1.5B in facilities, and \$70M budget serving 100+ campuses worldwide.
- Directed 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.
- Served 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.
- Traveled 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, provided advice to Secretary of Defense and Congress on issues related to health and wellbeing of 2.5 million Service Members & families from all three military branches.
- Awarded **Distinguished Service Medal**, the Nation's highest award for non-combat military service.

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**.
- Awarded prestigious **Legion of Merit** for sustained superior leadership impacting military readiness.

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.

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 programs 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 & three independent educational institutions.
- Prepared and evaluated 2,400 Airmen for combat deployments 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 fundamentals.

Graduate Student, Air Command and Staff College, Maxwell AFB, Alabama **2000 – 2001**

- Student in 10-month, 33-semester-hour graduate degree program in military and 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 in U.S.).

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 across diverse student body during this period.
- Led character-based, principle-centered core values training program for 20,000 students during this period.
- Named **Company Grade Officer of the Year** for United States Air Force’s largest base in terms of population.

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 benchmark 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 in the U.S.).

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 programs serving locations in 3 countries.
- 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 during this period.
- Growth-minded programmatic 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 Military Chaplains Association **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 air-to-ground 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

- "Wholehearted Leadership in a Half-baked World." Keynote address for South Carolina Independent Schools Association annual meeting (Isle of Palms SC), 2023.
- "Strategic Leadership in Full Spectrum Ministry." Keynote address for International Military Chiefs of Chaplains Conference, United States European Command (Bucharest, Romania), 2023.
- "It's Time for a Fresh Encounter with God." Keynote address for Military Chaplains Conference, Billy Graham Evangelistic Association (The Cove, Asheville NC), 2022.
- "Missions in the Marketplace." Keynote address for Texas Baptist Chaplains Conference (Dallas, TX), 2022.
- "College is Worth it!" Session presented to Student Leadership University 201 (Washington DC), 2022.

- “Understanding Today’s College Students and our Commitment to Christian Higher Education.” Panel presentation to South Carolina Baptist Convention IMPACT Conference (Columbia SC), 2022.
- “The Power of a Capital Campaign to Transform a University: Charleston Southern University.” Presentation to Council for Christian Colleges and Universities International Forum (Dallas TX), 2022.
- “How Smaller Christian Institutions are Growing Revenue, Enrollment, and Retention by Outsourcing their IT Function.” Presentation to CCCU International Forum (Dallas TX), 2022.
- “Leadership & Emotional Health.” Two-session address to South Carolina Baptist Convention Associational Leadership conference (Myrtle Beach SC), 2022.
- “Freedom isn’t Free.” Address presented to Student Leadership University 201 (Washington DC), 2021.
- “Faith in the Curriculum: Why this Matters.” Integrating Faith & Learning Conference keynote address, 2021.
- “Just OK is Not OK.” TED Talk for Air University International Leadership Symposium, 2020.
- “Walk Worthy.” Six-session teaching series delivered to Officer Christian Fellowship annual conference, 2020.
- “Wartime Leadership.” Address presented to South Carolina Baptist Convention Impact Conference, 2020.
- “The Power of Your Calling.” Three-session teaching series delivered to Republic of Korea Chaplain Development Conference (South Korea), 2019.
- “Leadership is Stewardship.” Keynote address for multiple conferences and symposia, 2018-2021.
- “What Only God Can Do.” Inauguration Message as President, Charleston Southern University, 2018.
- “The Impact of Religion on Resilience.” Keynote address for annual conference of military chaplains serving in South America and the Caribbean, 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 leader 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. “Strategic Leadership in Full Spectrum Ministry.” The Proceedings of the 34th Annual International Military Chiefs of Chaplains Conference (Bucharest, Romania).”
- Costin, Dondi E. “Modern Schools and an Ancient Text.” Book chapter in *Ancient Text, Modern World: Teaching our Ancient Text to a Modern Student*. Jonathan Denton, ed. Rutledge Press, forthcoming.
- Costin, Dondi E. Foreword to *The Bronze Scar: Understanding how PTSD feels to help victims and those who support them*. Steve West. C&S Publishing, 2021.
- Costin, Dondi E. “Christian conscience provides early warning system.” *The Courier*, August 2021.
- Costin, Dondi E. with Douglas Lindsay. “The role of faith in leadership.” *Journal of Character and Leadership Development*, Volume 7, Number 3, Fall 2020, 52-62.
- Costin, Dondi E. “Prayer of a pandemician.” *The Courier*, August 2020.

- Costin, Dondi E. *Charleston Southern University Strategic Plan (2020-25): Believe, Belong, Become*, 2020.
- 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. "A Leadership Competency Model for U.S. Air Force Wing Chaplains." Professional Studies Paper, Air War College, 2009.
- 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 Brd, 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. (ed.). *U.S. Air Force Chaplain Corps Strategic Plan*. Chaplain Corps Resource Board 2007.

NOTABLE ACCOMPLISHMENTS

- Business of the Year (Charleston Metro Chamber of Commerce), 2022.
- Charleston Region's 50 Most Influential People (*Charleston Business Magazine*), 2021 & 2022.
- Charleston Region's Health Care Heroes Award (Team), 2021.
- Large Business of the Year (Summerville SC Chamber of Commerce), 2020.
- 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.
- U.S. Olympics 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).

MAJOR MILITARY AWARDS AND DECORATIONS

Distinguished Service Medal	Armed Forces Expeditionary Medal
Legion of Merit	Kosovo Campaign Medal w/bronze star
Bronze Star Medal	Afghanistan Campaign Medal w/three bronze stars
Meritorious Service Medal (6 OLC)	Global War on Terrorism Expeditionary Medal
Air Force Commendation Medal (3 OLC)	Global War on Terrorism Service Medal
Joint Service Achievement Medal	Korean Defense Service Medal
Air Force Achievement Medal	Armed Forces Service Medal
Joint Meritorious Unit Award	Humanitarian Service Medal
Gallant Unit Citation	Military Outstanding Volunteer Service Medal
Air Force Outstanding Unit Award ("V" device; 7 OLC)	Air and Space Campaign Medal w/bronze star
Air Force Organizational Excellence Award (4 OLC)	Nuclear Deterrence Operations Service Medal
Air Force Recognition Ribbon	Air Force Expeditionary Svc Ribbon w/Gold Border
National Defense Service Medal w/bronze star	NATO Medal (ISAF)