Michael R. (Mike) Saum, PE, M. Eng

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Summary of Qualifications

Executive coach, adjunct professor, and accomplished senior leader who links purpose, strategy, and results.

Knowledge, Skills, and Expertise

Strategic Leadership and Development of Top-Tier Talent

- Lead establishment of the Navy's first Congressionally designated Science and Technology Reinvention Laboratory (STRL) in 10 years. Designation provides authorities to more easily collaborate with industry and academia as well as attract, hire, retain and motivate top tier minds all to bring advanced capability to sailors and marines "on the ground."
- Drove development of a strategic plan for a global force as operational requirements shifted geographic regions. The plan focused on closing capability gaps in command and control, execution, and knowledge, skills, and abilities of the workforce and continues to guide the force today.
- Lead development of and deployment with a construction organization in a complex, high-risk, widely dispersed environment. Trained staff to establish partnering relationships with other nations and deployed organizations. Completed 210 projects valued at \$21M in 15 locations across 4 countries. Organization received multiple individual and organizational awards in support of Operation Enduring Freedom.
- Recognized as a team building leader that quickly discerns individual and team strengths and improvement opportunities weighed against mission risks. Delegates authority to lowest level and holds leaders accountable. Result was multiple unit awards, successful organizational transitions, and clarity of mission and purpose to workforce in support of the customer.

Drives Sustainable Change and Identifies Improvements in Complex Technical Disciplines

- Drove culture and process change as a new R&D Laboratory. Leveraged new authorities, changed financial management system, transitioned funding processes, established new governance, and built capability focused organizational structure. Efforts aligned organization with Navy priorities and set conditions to pivot to Navy's most critical R&D requirements.
- Spearheaded planning for transition of 2 regional engineering organizations on the west coast that serve 22 bases, 4400 people and \$3B of annual work across 17 states to a new command and control structure. Effort aligned engineering operations to respective Navy Fleets (Atlantic and Pacific) and sustained support with no disruption to bases or Fleet operations.
- Innovative trainer, who, when faced with a 42% (5 month) reduction in training preparation, assessed mission requirements against on board skills and developed a plan to ensure most critical skills were honed for successful operations in Europe and Africa.
- Instituted a rotation of senior leaders to broaden Leadership Board understanding of entire organization. Provided temporary promotions to promising leaders to participate in command at Leadership Board level. Result was decreased organizational stove pipes and more leaders with increased understanding of direction of organization in achieving vision as new R&D Lab.

Executive Influence and Building Relationships

• Established strong working relationships with Senior Executives at parent organization, the Navy's Research and Development Enterprise, and multi-service R&D organizations. Relationships ensure organization remains relevant to customers and aligned to Navy's most critical and complex engineering challenges to enable operations.

- Aggressively aligned organizational Research and Development (R&D) capabilities to critical customers' Science and Technology Objectives. Trusting partnership with both operations and finance team resulted in \$20M investment in R&D funds to organization for first time in 9 years.
- Spearheaded the establishment of offices in Guam and Australia to execute a 10 year, multi-billion-dollar program to relocate Marines from Japan. Worked with Navy Secretariat, Navy, Marine Corp, and Air Force staffs to enable DoD's rebalance to the Pacific Region. Offices continue to execute work today.

Professional Experience	
VP, CLIENT ACCOUNT MANAGER, AECOM	2021 to present
Leverage AECOM's expert engineering and technical services to further Navy's mission in the Pa	icific
	, 2021 to present
Organizational Behavior and Personal and Professional Development for MBA and EMBA progra	ums, respectively
COMMANDING OFFICER Naval Facilities Engineering and Expeditionary Warfare Center	2018 to Present
Lead the Navy's newest and only Research and Development Laboratory focused on facilities and infrastructure	
COMMANDER Naval Construction Group ONE, Port Hueneme, CA	2016 to 2018
Lead administration and operations of Navy's Construction Force (4500 personnel in 10 units) in the Pacific	
DEPUTY COMMANDER, OPERATIONS AND PUBLIC WORKS OFFICER	2012 to 2016
Naval Facilities Engineering Command, Pacific and Joint Base Pearl Harbor Hickam Honolulu, HI	
Lead facility planning, design, construction and sustainment operations at the base and regional level in the Pacific	
COMMANDING OFFICER	2010 to 2012
Naval Mobile Construction Battalion ONE, Gulfport, MS, Afghanistan, Iraq, Kuwait, Bahrain Lead a 600-person, deployed, and widely dispersed organization in a complex, high-risk, environment	
SHORE PROGRAM ANALYST Chief of Naval Operations, Programming (N80)	2008 to 2010
Responsible for collaborating, building, and defending the Navy's multi-year shore funding plan t	o DoD
DIRECTOR, ENGINEERING AND ACQUISITION Naval Station Norfolk, Public Works	2006 to 2008
Responsible for the design, construction, and contracting of capital projects and delivering facility support services	
COMMANDING OFFICER Underwater Construction Team ONE, Little Creek, VA.	2004 to 2006
Lead planning and execution of construction dive operations in North America, Europe, Middle E	ast and Africa
DEVELOPMENTAL POSITIONS Multiple locations	1993 to 2004
Various developmental leadership, engineering, contracting, education, and diving assignments	
Education and Certifications	
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- Executive Management, University of Virginia, Darden School of Business, Charlottesville, VA
- Master of Engineering, Civil Engineering, University of California, Berkeley, Berkeley, CA
- Bachelor of Science, Civil Engineering, Union College, Schenectady, NY
- Professional Engineer, Civil Engineering, California and Oregon
- Acquisition Professional, Defense Acquisition Workforce, Level III Contracting
- TS/SCI security clearance