

## Dr. Sandra L. Edwards

Principal Advisor

Program Manager, Education & Training AFNC

Air Force Negotiation Center (AFNC)

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### Areas of Expertise:

Educational Academician, Professional Military Education (PME), Strategic Level Education & Faculty Development Expert, Contract Officer's Representative (COR), Information Technology, Instructional & Curriculum Leadership Expert

**Dr. Sandra L. Edwards** is the Principal Advisor and Program Manager of Education & Training for the Air Force Negotiation Center, Maxwell AFB, AL. As Principal Advisor to the AFNC Director, she provides senior-level guidance regarding organizational, educational, training, budget, procurement and contracting matters. She supports the Chief of Staff and the Office of the General Counsel by ensuring relevant education and training programs are designed, developed, and delivered to the Total Force community. She provides access to the knowledge and skills needed to effectively communicate, negotiate, and mediate in culturally complex environments.

Dr. Edwards' journey to Principal Advisor and Program Manager for the Air Force Negotiation Center began with the Air Force in 1982. During her active duty military career, she served at various locations. Her first duty assignment was the 3345<sup>th</sup> Supply Squadron, Chanute AFB, Illinois. She performed as a Wing Base Computer Operator. After leaving Chanute, Sandra was assigned to the 831<sup>st</sup> Supply Squadron, George AFB, California. In her work there, she trained Supply Systems Analysts to operate the Standard Base Supply System (SBSS). After leaving George AFB, she reported to Osan AB, Korea. At this duty location, she served as the SBSS Scheduler. Sandra's departure from the Asian Pacific led her to the 485<sup>th</sup> Supply Squadron in Florennes AB, Belgium. During this tour, she performed primarily as the SBSS Scheduler and also served as Squadron Historian. Upon leaving Florennes AB, she was reassigned to the 375<sup>th</sup> Supply Squadron at Scott AFB, Illinois. During this assignment, she was appointed Supervisor of the Microcomputer Support Section. While still assigned to Scott AFB, Headquarters Standard Systems Group (SSG), Gunter AFB, AL submitted a by name request to have Sandra assigned to its organization. During her tour at SSG, Sandra acted as team lead in projects to develop procedures and conversion plans for software systems.

After eighteen plus years as a Supply Systems Analyst which helped cultivate Sandra's teaching abilities, she decided to formally develop these abilities at the Academic Instructor School (AIS), Maxwell AFB, Alabama. This teaching assignment opened doors for educating a broad range of people. As Seminar Commander, Sandra taught commissioned, noncommissioned, civilian, and international officers how to teach using education theory and presentation principles. As superintendent of Institutional Effectiveness, she ensured the school's

effectiveness via analyzing, surveying, trending, and reporting assimilated data for use at Headquarters Air University.

Shortly after retirement from the United States Air Force, Sandra worked as a Project Manager/Planner for the Maxwell Support Division at Maxwell AFB, Alabama. Here she had the oversight for numerous technological services and processes.

Sandra's yearning to teach reemerged. She joined the College for Enlisted Professional Military Education (CEPME – now known as the Thomas N. Barnes Center) as Director of Continuing Education and later served as the interim Director of Faculty Development for the Enlisted Professional Military Education Instructor Course. Her expert skills in instructional systems development and faculty development combined with educating strategic level leaders brought her to the attention of senior leaders. In January 2013, Sandra received a by name request to serve at the Air Force Chief of Staff re-established Chief Leadership Course (CLC). During this assignment, Sandra was given oversight concerning the standup of this revived entity which consisted of creating, designing, and developing all curriculum for this course as well as serving as mentor/facilitator for faculty and students. Her work in the professional military education (PME) community directly impacts countless Department of Defense members around the globe – even today.

In January 2019, Sandra relocated to the Headquarters Thomas N. Barnes Center as Chief of Faculty & Staff Development/Institutional Research. During this assignment she created a Commander's Newcomers Orientation program, developed an onboarding/offboarding program, created a Faculty Scholarship Professional Development process, was hand-selected to serve on the Air Education & Training Command (AETC) competencies development cohort, appointed as a Barnes Center Commander strategic master plan affiliate, and created the first-ever virtual Chief Master Sergeants Spouses Orientation course. The latter work resulted in Sandra being coined by the 18<sup>th</sup> Chief Master Sergeant of the Air Force (CMSAF) Kaleth O. Wright.

Sandra's college education consists of two associate degrees, a Bachelor of Science degree in Computing and Information Systems from McKendree College, a Master of Arts degree in Teaching from Troy University, and a Doctor of Philosophy in Education from Northcentral University.

### **Education**

Associate of Science Degree, Information Systems Management, Maxwell AFB, AL	1989
Bachelor of Science, Computing & Information Science, Lebanon IL	1995
Associate of Science Degree, Instructor of Technology & Military Science, Maxwell AFB, AL	2003
Master of Arts in Teaching, Troy State University, Troy, AL	2003
Doctor of Philosophy in Education, Instructional & Curriculum Leadership, Scottsdale, AZ	2016

### **Professional Development & Certifications (Abridged)**

Academic Instructor School, Air University	2001
Teaching Practicum, Air University Academic Instructor School	2001
Air Force Specialty Internship, Air University Academic Instructor School	2002
Certified Occupational Instructor, Community College of the Air Force	2003
Certified Master Instructor, Academic Instructor School	2003

Certificated User, Register of Certificated Kirton-Adaption Innovation (KAI) Users, KAI Initial Training	2006
Myers-Briggs Type Indicator (MBTI) Qualification Program, American Management Association	2007
The Art & Craft of Discussion Leadership, Harvard Business School	2008
Emotional Intelligence Learning Systems, Emotional Learning Systems Certification	2010
Critical Thinking Workshop, Peter Facione Military & Defense Critical Thinking	2010
Southern Association of Colleges & Schools Commission on Colleges (SACSCOC) Affiliate School Liaison	2011
Certified Practitioner, Roll of Accredited Advanced Kirton-Adaption Innovation (KAI) Practitioners	2014
Blackboard Certification Courses	2015
Certified Practitioner, Everything DiSC and Work of Leaders, Resources Unlimited	2016
Project Management Training, Advanced Business Learning	2017
e-School of Graduate Professional Military Education Instructor Orientation & Certification (eIOC)	2017
CLC 106 COR with a Mission Focus; Defense Acquisition University (DAU)	2020
CLM 003 Overview of Acquisition Ethics; Defense Acquisition University (DAU)	2020
Difficult Conversations, Program on Negotiation Harvard Law School	2021
Negotiation & Leadership, Program on Negotiation Harvard Law School	2021
Department of the Air Force Emerging Leader Course, Ira C. Eaker Center	2021
40-Hour Mediation Training, University of Alabama	2022
Diversity, Equity & Inclusion Courses, e-Cornell University	2022
40-Hour Mediation Skills Training, Federal Mediation & Conciliation Service	2022

### **Scholarly Publications Affiliate**

Air & Space Power Journal Reviewer

Journal of Military Conflict Transformation, Editor-in-Chief

**(Current as of February 2023)**