

JOCELYN M. SENG, PHD, MAJ GEN, USAFR (RET.)



Dr. Jocelyn M. Seng is a retired military leader and professional engineer, specializing in data-driven strategy. With technical & engineering expertise gained from military career and commercial industry experiences, she has a demonstrated record of delivering results in challenging global, military, political, manufacturing, scientific, technology, engineering and corporate environments. She is passionate about providing oversight to guide investments for innovation, profitability and growth, which includes ensuring a rewarding, healthy culture aligned with an organization's mission and values.

As a retired Air Force Major General (two-star), her military career was centered around weapon systems development. Dr. Seng has concurrently maintained a parallel civilian career, which included over 10 years as a patent-holding research scientist at Owens Corning. For the past fifteen years, Dr. Seng has consulted on national security strategy at the Institute for Defense Analyses, a national security policy think tank.

Dr. Seng has built, launched and led high-performing teams in large, complex organizations while advising senior policy and decision makers in the Pentagon, Congress, Department of State and on corporate boards. She is trusted, and sought-after, for her ability to identify innovative solutions to complex problems, identify and mitigate risk, facilitate in-depth assessments, and evaluate long-term opportunities. She has experience in a variety of industries including: defense, aerospace, automotive, marine, recreational, energy, nuclear weapons, cyber, and manufacturing.

Her accomplishments are many. She was an early initiator of AI and machine learning technology for DOD building a military-civilian-industrial Air Force team of cyberspace experts. This pioneering effort was considered so valuable it was presented across the armed services.

Her Energy Analysis Task Force revised operating procedures saving the Air Force \$1B over 5 years. She doubled glass throughput, achieving substantial (\$12M/yr) increase in profitability with minimal capital investment. And she transformed the Air Force weapon systems performance with ever increasing amounts of carbon fiber composites, using her technical expertise in composite materials design.

Dr. Seng has delivered valuable advice and assessments for United States national security decision-makers in areas such as: cyberspace, missile defense, nuclear weapons, supply chain, and workforce management. Holding active security clearances, Dr. Seng continues to be engaged at the think tank, focused on building defense institutions in other countries, in addition to raising the next generation of leaders.

Dr. Seng graduated from Massachusetts Institute for Technology with a bachelor's and master's in mechanical engineering and from Stanford University with a doctorate in mechanical engineering. Her technical areas of expertise are in composite materials design, analysis, and manufacturing.

Dr. Seng is also a distinguished graduate from the Industrial College of the Armed Forces, now referred to as the Eisenhower School, National Defense University. She is a certified DAWIA Acquisition Professional (Program Management Level III), Six Sigma Black Belt, and Registered Professional Engineer. She holds 4 patents and has over 45 publications. She holds National Association of Corporate Directors Directorship Certification™ (NACD.DC) and is a Battlefield-to-Boardroom Graduate.

She has served on three non-profit boards of directors and currently is a Board President. She has also served on the American Association for Engineering Education (ASEE) Leadership Roundtable; National Defense Industrial Association (NDIA) Science & Engineering Technology Division as Vice Chair; National Science Foundation (NSF) Committee of Visitors; NSF review panels; supported the Defense Science Board as the Air Force liaison; and hosted the Air University Board of Visitors.