

# Brian R. Salmans

brian.salmans@ku.edu

---

## PROFESSIONAL SUMMARY

---

Over 25 years of leadership and management experience in Department of Defense-level computer network security positions, software development program management, distance learning systems, and information and communication systems fielding in developing countries. Additionally, possess a decade of experience in professional military and civilian education at the graduate and undergraduate level, online and face-to-face instruction and curriculum development. Research focus: Enterprise architecture within the context of IS development requirements, cybersecurity, and information and communications technology for development.

---

## EDUCATION

---

<b>University of North Texas</b> Ph. D. Business Computer Information Systems (Minor: Logistics) Dissertation: <i>"Accident versus Essence: Investigating the Relationship Among Information Systems Development and Requirements Capabilities and Perceptions of Enterprise Architecture"</i>	Denton, TX 2009
--	--------------------

<b>The Air University</b> Master of Military Operational Art and Science	Maxwell AFB, AL 2005
---	-------------------------

<b>University of Nebraska Omaha</b> Master of Business Administration, University of Nebraska Omaha	Omaha, NE 1994
--	-------------------

<b>Baylor University</b> Bachelor of Business Administration, Computer Information Systems	Waco, TX 1989
---	------------------

---

## ACADEMIC INSTRUCTOR EXPERIENCE

---

University of Kansas (undergraduate courses) National Security Studies, 2013-Present Air & Space Power Studies, 2013-Present IST 205 Survey of Information Systems, 2015-	Lawrence, KS
--	--------------

American Public University System (graduate courses) Cyber Policy and Practice in National Security, 2014-Present National Security and Globalization, 2014-Present	Online
---	--------

University of Maryland University College (undergraduate courses) Practical Applications in Cybersecurity Management-Capstone Course, 2014-Present	Online
---	--------

Air Command and Staff College, Air University (graduate courses) International Security Studies 2012 Expeditionary Air and Space Power 2006 Information Operations Research Seminar, 2005-2006 Information Operations Developmental Studies, 2005-2006	Maxwell AFB, AL
--	-----------------

---

## PROFESSIONAL EXPERIENCE

---

**Lecturer, University of Kansas**

2015-

- Instructs a variety of information systems courses, online, face-to-face, graduate and undergraduate within the KU School of Business

**United States Air Force Officer: Communications-Computer Systems/Cyber Operations, Instructor, and Commander Career Fields**

1990-2015

Positions held:

**Commander and Professor of Aerospace Studies, Air Force Reserve Officer Training Corps**  
University of Kansas 2013-2015

- Planned, organized, and led the training and education program for 65 officer candidates at the University of Kansas and 6 other regional universities
- Developed, modified, and instructed an undergraduate curriculum consisting of 4 separate courses and 160 hours of leadership, air, space, and cyberspace power history, and national security studies
- Served as the commanding officer for Air Force officer training detachment consisting of 70+ instructors, staff, and officer candidates
- Department of Aerospace Studies Chair

**Chair, Distance Learning Operations Department/Assistant Professor**

Air Command and Staff College, Maxwell AFB, AL 2012-2013

- Led 10 person team managing student and learning management systems for 12,000 student professional military education and SACS-accredited online masters program
- Oversaw transition of Air Force's staff college correspondence program to a fully online program using Blackboard Learning Management System
- Managed curriculum production, developed key student policies and provided world-wide student services and support

**Senior Advisor to Afghan National Army Communications Directorate, Chief Afghan National Security Forces Communications**

Kabul, Afghanistan 2011-2012

- Served as NATO senior advisor to Afghan General Staff Communications Director; analyzed future requirements and measures of effectiveness for Afghan development
- Led 30 person international team providing information/communications systems and training to Afghan Army and Afghan Police to develop national information infrastructure
- Administered all Afghan National Security Forces information systems contracts, worth over \$5 million

**USAF Faculty Pipeline Ph. D. Program**

University of North Texas, Denton, TX 2006-2009

- Chosen for highly-selective USAF staff college faculty pipeline Ph. D. program

**Director of Technology and Integration/Adjunct Course Professor**

Air Command and Staff College, Maxwell AFB, AL 2004-2006

- Integrated web and database systems to meet student and faculty requirements in Masters-level program
- Developed masters-level curriculum for information operations research seminar and information operation course

**Chief, Command, Control, Communications, and Computer Systems Security**

United States Transportation Command, Scott AFB, IL 2003-2004

- Provided policy, guidance, and planning for computer network defense and information protection for the US military transportation networks and infrastructure
- Coordinated computer network defense responses and support, information assurance planning, and threat warning sharing between seven Department of Defense agencies

**Department of Defense (DoD) Computer Emergency Response Team-Chief, Strategic Analysis**

Arlington, VA 2000-2003

- Led 40 person DoD Computer Emergency Response Team providing computer information attack, warning, assessment, and countermeasure operations in support of the DoD Combatant Commanders, Services, and Agencies

**Chief, Intelligence Systems Support Branch**

Ramstein, Germany 1998-2000

- Led 20 military and contractor employees installing, maintaining, and operating intelligence systems for US and NATO forces throughout Europe
- Managed \$850K IT budget: Programmed future years allocations, planned tech refresh, coordinated future operations expenditures

**Director, Communications and Information, 16<sup>th</sup> Air Expeditionary Wing**

Aviano, Italy 1998

- Managed all Air Force information and communications systems for support and flight operations in Bosnia-Herzegovina, Hungary, Croatia, Italy, France, and Germany in support of Bosnian operations
- Coordinated information and communications systems development with host nation military and civilian organizations in Bosnia-Herzegovina, Croatia, and Italy

**Chief, Printing and Publishing Branch, United States Air Force-Europe,**

Ramstein, Germany 1997-2000

- Oversaw 30 person unit with management responsibilities of USAF and NATO printing and publishing functions and policy for 100+ Air Force units throughout Europe.

**Flight Commander, 7<sup>th</sup> Communications Squadron**

Dyess AFB, Texas 1996-1997

- Planned, organized, and led 35 military and civilian personnel maintaining command and control communications systems, air traffic control radios, weapons storage area intrusion detection systems, and meteorological and navigation systems for an Air Force bomber and transport base.

### **Chief, Information Systems Flight, 28<sup>th</sup> Bomb Squadron**

Dyess AFB, Texas 1994-1996

- Responsible for computer-based instruction system and networks for the B-1B bomber aircrews training school.
- Managed \$1.5 million IT budget including computer-based training classroom, flight simulators, and flight scheduling software system.

### **Mainframe Systems Manager, Air Force Global Weather Central**

Offutt AFB, Nebraska 1990-1994

- Led team of computer systems analysts controlling software implementation, configuration management, and software quality control on eight mainframe computers

---

## **RESEARCH AND PRESENTATIONS**

---

### **Dissertation**

“Accident versus Essence: Investigating the Relationship Among Information Systems Development and Requirements Capabilities and Perceptions of Enterprise Architecture” (2009).

### **Publications/Conference Papers**

Salmans, B., (2011) Book Review Essay of Cyberdeterrence and Cyberwar (Martin Libicki) and Cyber War (Richard Clarke and Robert Knake), in *Joint Force Quarterly*, 63 (4), pp. 151-152.

Salmans, B., (2010) Information security within DOD supply chains, *IO Journal*, 1 (4), pp. 34-39.

Salmans, B., Kappelman, L., and Pavur, R., (2009). “Validating Determinants of Information Systems Development Maturity Model,” In *Proceedings of the National Decision Sciences Institute (DSI) Annual Conference*, New Orleans, 14-17 November 2009, (Regional Best Paper nominee).

Salmans, B., Kappelman, L., and Pavur, R., (2009). “Organization Size, IT Capabilities, and Enterprise Architecture Perceptions: Dark clouds on the ERP horizon?” in *Proceedings of the 15th Americas Conference on Information Systems (AMCIS 2009)*, San Francisco, 6-9 August 2009.

Salmans, B., Kappelman, L., and Pavur, R., (2009). “Validating Determinants of Information Systems Development Maturity Model.” in *Proceedings of the Southwest Decision Sciences Institute (SWDSI) Annual Conference*, SWDSI Best Paper Award and 2009 McGraw-Hill Distinguished Paper Award for Best Paper, Oklahoma City, 25-28 February 2009.

Kappelman, L., McGinnis, T., Pettit, A., Salmans, B., and Sidorova, A., (2008). “Enterprise Architecture: Charting the Territory for Academic Research,” in *Proceedings of the 14th Americas Conference on Information Systems*, (AMCIS 2008), Toronto, ON, Canada (14-17 August 2008).

### **Book Chapters**

Salmans, B., (2010). "EA Maturity Models" in Kappelman, L., Editor (2010). *The SIM Guide to Enterprise Architecture: Creating the Information Age Enterprise*. CRC Press, Taylor and Francis Group, NY.

Kappelman, L., McGinnis, T., Pettit, A., Salmans, B. and Sidorova, A. (2010). "Enterprise Architecture: Charting the Territory for Academic Research" in Kappelman, L., Editor (2010). *The SIM Guide to Enterprise Architecture: Creating the Information Age Enterprise*. CRC Press, Taylor and Francis Group, NY.

Salmans, B., and Kappelman, L. (2010). "The SIM Information Management Practices Survey" in Kappelman, L., Editor (2010). *The SIM Guide to Enterprise Architecture: Creating the information Age Enterprise*. CRC Press, Taylor and Francis Group, NY.

Burgess, L., Ramakrishnan, T., Salmans, B., and Kappelman, L. (2010). "Enterprise Architecture Glossary" in Kappelman, L., Editor (2010). *The SIM Guide to Enterprise Architecture: Creating the Information Age Enterprise*. CRC Press, Taylor and Francis Group, NY.

### **Other Publications**

Salmans, B., and Kappelman, L. (2008) "Getting Started with Enterprise Architecture", Society for Information Management White Paper, contributing author and associate editor

Kappelman, L and Salmans, B. (2008). *Information Management Practices Survey 2007 Preliminary Report: The State of EA: Progress, not Perfection*, Society for Information Management Enterprise Architecture Working Group, 1 February, available at <http://eawg.simnet.org>.

### **Presentations**

Brian Salmans, Leon Kappelman, and Robert Pavur (2009). "Validating Determinants of Information Systems Development Maturity Model," National Decision Sciences Institute (DSI) Annual Conference, New Orleans, 14-17 November, (Regional Best Paper nominee).

Brian Salmans, Leon Kappelman, and Robert Pavur (2009). "Organization size, IT capabilities, and EA perceptions: Dark Clouds on the ERP horizon?" 15th Americas Conference on Information Systems (AMCIS 2009), San Francisco, 6-9 August 2009.

Brian Salmans, Leon Kappelman, and Robert Pavur (2009) "Validating Determinants of Information Systems Development Maturity Model" SWDSI Best Paper Award and 2009 McGraw-Hill Distinguished Paper Award for Best Paper, Southwest Decision Sciences Institute (SWDSI) Annual Conference, Oklahoma City, 25-28 February.

Leon Kappelman, Tom McGinnis, Alex Pettit, Brian Salmans, and Anna Sidorova (2008). "Enterprise Architecture: Charting the Territory for Academic Research," *Proceedings of the 14th Americas Conference on Information Systems*, Toronto, ON, Canada (August 14-17, 2008).

Brian Salmans (2008). "Enterprise Architecture," 8 August presentation to Society for Information Management's Enterprise Architecture Working Group in Dallas, Texas.

Leon A. Kappelman, Brian Salmans, Michael Holland, Ron de Vries, Russell Douglas (2007), "Enterprise Architecture Roundtable and Expert Panel Discussion," Dallas/Ft Worth Society for Information Management Chapter, 1 August, Dallas, TX.

Brian Salmans (2007) "Enterprise Architecture Maturity Models"-Dallas/Ft Worth Chapter of the Society for Information Management, Dallas, TX.

Brian Salmans (2003) "Leading Computer Network Defense Security Indicators" presented at Department of Defense Information Assurance Conference.

Brian Salmans (2003) "DOD CERT Operations Supporting DOD" presented at Department of Defense Information Assurance Conference.

---

## **RELEVANT TRAINING COURSES**

---

American Public University/American Military University Online Instructor Course, 2014

University of Maryland University College Online Instructor Course, 2014

Air Force Cyberspace Operations Transition Course, 2012

This course provided exposure into the operational approach of employing the cyberspace domain, presenting pertinent information focused primarily on: cyberspace fundamentals, doctrine, organizations, operations, laws and ethics, vulnerabilities, threats, capabilities, and tactics, techniques and procedures

Key Ministerial and General Staff Advisor Course, NATO-Training Mission-Kabul, Afghanistan, Feb-Mar 11.

Leader Development and Education for Sustained Peace-Afghanistan Distance Learning Course, Naval Postgraduate School, Feb 11.

Foreign Security Forces Combat Advisor Training Nov 10-Feb 11

Air Command and Staff College Distance Learning Faculty Instructor Orientation Course 2009

SANS Security Essentials, IP Jumpstart 2001

Carnegie Mellon Software Engineering Institute-Managing Computer Security Incident Response Teams 2000

---

## **HONORS**

---

Phi Kappa Phi National Honor Society (2008)

Beta Gamma Sigma International Honor Society (2007)

University of North Texas Information Technology and Decision Sciences Scholar Award (2007)