



President Richard J. Bailey, Jr., PhD

Richard J. Bailey, Jr. and his wife Diana joined the Northern New Mexico College family in October 2016, after a twenty-four-year career in the United States Air Force. Dr. Bailey received a Bachelor of Science degree in Engineering Sciences from the U.S. Air Force Academy, a Master's Degree in International Affairs from Washington University in St. Louis, and a doctorate in Government from Georgetown University in Washington, DC.



Dr. Bailey's Air Force career included service as an aircraft commander, instructor pilot, and flight examiner. He retired from the Air Force as a full colonel and command pilot with over 3,500 flying hours. After completing his PhD in 2006, Dr. Bailey served as a military liaison and defense trade analyst at the U.S. State Department. He later served as Chief Air Operations Officer at the North Atlantic Treaty Organization (NATO) Joint Force Command Brunssum in The Netherlands, where he oversaw air operations efforts for the International Security Assistance Force (ISAF) mission in Afghanistan.

Before assuming the presidency at Northern, Dr. Bailey served as associate professor of strategy and security studies at the School of Advanced Air and Space Studies at Air University, Maxwell Air Force Base, Alabama. He also served as the school's first-ever Dean of Students. In 2014, Dr. Bailey was elected the first-ever President of the Air University Faculty Senate, advising senior leaders on all issues pertinent to the university's 600+ faculty members. He is the only faculty member in the university's history to receive both the Faculty Excellence Award, given annually to the highest rated faculty member at the university, and the Muir S. Fairchild Award, for the most outstanding contributions to Air Force Education.

During President Bailey's tenure at Northern New Mexico College, the institution crafted a Strategic Direction document, revised its faculty handbook for the first time in a decade, completed successful renegotiations of collective bargaining agreements with faculty and staff for the first time since 2008, gave multi-year raises to over 99% of its employees after a decade without, increased enrollment by over 20%, and more than doubled its student graduation rate, all done without an increase in tuition rates. The dual-campus institution boasts the most affordable tuition and fees of any four-year college in the southwest United States, the third lowest average student debt upon graduation of any four-year college in the country, and the top performing High School Equivalency program in the nation for two out of the last five years. Northern was also recently highlighted by the US Department of Education for cutting its student loan default rate by more than 50% in the last four years.



Since 2016, the institution has received numerous multi-million-dollar grant awards, including two US Department of Education Title V grants worth \$5.8M, a \$1.5M Upward Bound grant, a \$1M workforce agreement with Los Alamos National Laboratory, and awards from the National Science Foundation, the National Institutes of Health, and many others.

President Bailey led several groundbreaking achievements for the college since 2016. He was instrumental in the revitalization of the college's El Rito campus, located 32 miles from its vibrant campus in Española, and the reintroduction of key career technical education programs in northern New Mexico. He accomplished this by crafting a senate bill that allowed for the establishment of a co-located branch community college (the first of its kind in the history of the state). Through his advocacy, the bill passed both houses of the legislature unanimously and was signed by Governor Michelle Lujan Grisham in April 2019. He then established partnerships with five local school districts to form the community college district and launched a successful campaign to create an enduring local funding mechanism for the trades through outreach with the local community.

He also brokered a partnership with Kit Carson Electric Cooperative and Guzman Energy for the construction of a 1.5MW solar array on its El Rito campus, which will lower utility costs for the college for the next thirty years. In 2019, President Bailey helped to establish the Anna Age Eight Institute on the Española Campus at Northern New Mexico College for the study and prevention of childhood trauma, the first entity of its kind in the United States. In 2020, he led the creation of the Northern New Mexico College Eagle Corporation (the first of its kind in the history of the college), allowing the institution to partner with business entities for the purpose of diversifying the college's revenue streams.

During his tenure at Northern, Dr. Bailey helped to form a Sharing Governance Committee with faculty and staff and institutionalized a full-time Director of Equity and Diversity position. He has also co-taught four separate courses at Northern in Psychology, Engineering, Leadership, and the Humanities.

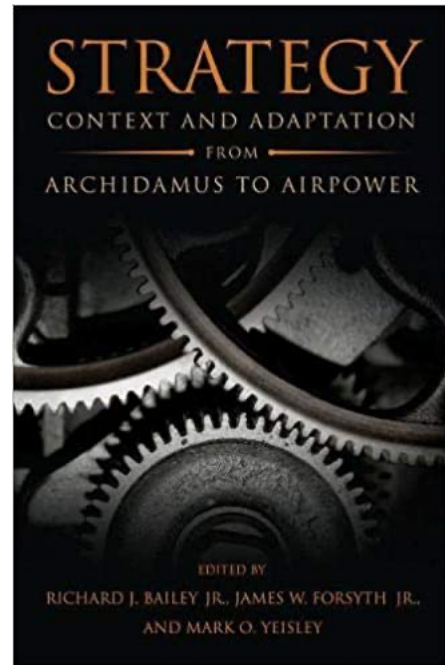
Northern is the proud recipient of the 2019 Organization of the Year award from the Greater Española Valley Chamber of Commerce (President Bailey won the Organizational Leader of the Year Award the same year), the 2019 New Mexico STEM award winner as the Science, Technology, Engineering and Mathematics Higher Education Institution of the Year, and the 2021 Quality New Mexico Adobe Award, for advancements in strategic planning.

President Bailey serves as a board member for the Northern New Mexico College Foundation, the Northern New Mexico College Eagle Corporation, the Cancer Foundation for New Mexico, Las Cumbres Community Services, and the Española Public Schools Education Foundation. He is a Class Senator for the US Air Force Academy's Association of Graduates and serves on the Advisory Board for the Roosevelt Project, a joint Harvard/MIT initiative for national renewable energy transformation.

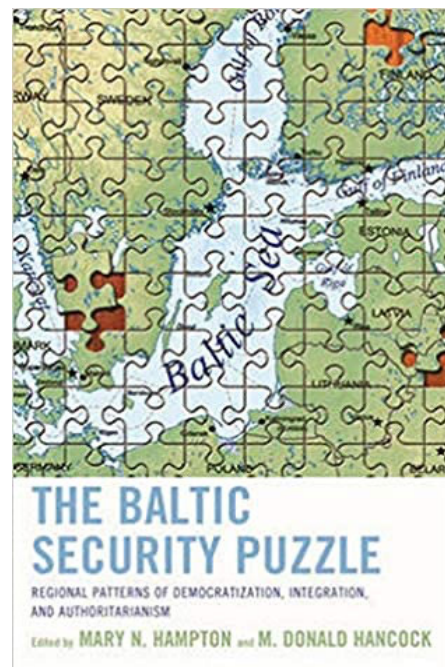
Dr. Bailey's publications and presentations include:

Books

- 2016 - *Strategy: Context and Adaptation from Archidamus to Airpower*. Co-Editor and Contributing Author. (Annapolis, MD: Naval Institute Press, 2016). <http://www.amazon.com/Strategy-Adaptation-Archidamus-Airpower-Transforming/dp/1682470032>



- 2015 – “Redefining the Struggle: Why the Baltics are Important to the Development of Strategic Thought Regarding Cyberspace and Cyber Power.” Chapter in *The Baltic Security Puzzle*, ed. Mary N. Hampton and M. Donald Hancock (Lanham, MD: Rowman and Littlefield, 2015). <http://www.amazon.com/Baltic-Security-Puzzle-Democratization-Authoritarianism/dp/1442248521>



Articles/Presentations/Opinion-Editorials

- May 2021 – “Context and Adaptation: Strategic Direction and the Baldrige Approach at Northern New Mexico College.” Keynote Webinar Presentation to the Baldrige Foundation and the Institute for Performance Excellence. May 11, 2021. <https://www.youtube.com/watch?v=e4IYtJGyh6Y>
- Mar-Apr 2021 – “Thriving in Uncertain Times: A Case Study of Northern New Mexico College.” Panel Presentation to the Higher Learning Commission Annual Conference.
- Dec 2020 – “Crafting a Sustainable Workforce Pipeline Model.” Presentation to the CareerTech VISION Conference. Dec 2020.
- Oct 2020 – “Reimagining Workforce Pathways: Opportunities and Challenges in Crafting New Apprenticeships.” Panel Presentation to the Energy Communities Alliance. Oct 2020.
- Oct 2019 – “Meeting Workforce Needs Collaboratively: A Large Employer and Local Colleges.” Panel Presentation to the National Conference of the Hispanic Association of Colleges and Universities. Chicago, IL. Oct 2019.
- Oct 2019 – “Collaboration, Persistence and Innovation – And Success.” Opinion-Editorial. Co-authored with Chris Miller. *Santa Fe New Mexican*. Oct 5 2019. https://www.santafenewmexican.com/opinion/my_view/collaboration-persistence-and-innovation-and-success/article_b6c7b899-9ca8-5a87-86cc-932aca51a92a.html
- May 2019 – “Flying Like an Eagle in the North.” Opinion-Editorial. *Santa Fe New Mexican*. May 4, 2019. https://www.santafenewmexican.com/opinion/my_view/flying-like-an-eagle-in-the-north/article_42116e1f-e3b5-57fa-84bd-79aeba34db07.html
- Mar 2019 – “Help New Mexico Become a Leader in Child Well-Being.” Opinion-Editorial. *Albuquerque Journal*. Mar 10, 2019. <https://www.abqjournal.com/1290078/help-nm-become-a-leader-in-child-wellbeing.html>
- Oct 2016 – “Leading Northern New Mexico College an Honor.” Opinion-Editorial. *Santa Fe New Mexican*. Oct 1, 2016. https://www.santafenewmexican.com/opinion/my_view/my-view-leading-northern-new-mexico-college-an-honor/article_fd279ca0-61ea-5eea-83b1-e742507cd64a.html

- Sep 2016 – “There are Many Reasons for Optimism at NNMCC.” Opinion-Editorial. *Albuquerque Journal*. Sept 30, 2016. <https://www.abqjournal.com/856654/there-are-many-reasons-for-optimism-at-nnmc.html>
- 2016 – “Four Dimensions to the Digital Debate: How Should We Think Strategically About Cyberspace and Cyberpower?” Presented at the International Studies Association and the International Security / International Safety Conferences.
- 2016 – “Dilating Pupils: The Pedagogy of Cyber Power and the Encouragement of Strategic Thought.” *Air and Space Power Journal - Africa & Francophonie*, Volume 7 Issue 3, Fall 2016. Presented at the American Political Science Association Teaching and Learning Conference, Jan 2015, and the International Studies Association (ISA) National Conference, Feb 2015. http://www.au.af.mil/au/afri/aspj/apjinternational/aspj_f/article.asp?id=185
- 2016 – “National Security Strategy: Coping with Complexity.” Keynote Address to the National Security Week Forum, Dadeville AL.
- 2016 – “Strategic Thinking and Design.” Three-day seminar. Special guest lecturer and educator to the Royal Thai Air Force’s Air War College and senior military leadership (in coordination with the US Embassy). Bangkok, Thailand.
- 2014 – “Fighting More Fires With Less Water: Conceptualizing Phase Zero Operations with Modified Operational Design.” Co-authored with Dr. Tyrone Groh. *Joint Forces Quarterly*, Issue 77, 2nd quarter 2015. <http://ndupress.ndu.edu/JFQ/JointForceQuarterly77.aspx>
- 2014 – “You Can’t Take the Human Factor Out of Warfare.” Opinion-Editorial. *US News and World Report*. Oct 17 2014. <http://www.usnews.com/opinion/articles/2014/10/17/the-ironic-moral-logic-of-drone-warfare>
- 2014 – “Cyber Strategy and its Effect on the Future of Airpower.” Presented at the Alabama Political Science Association Annual Conference. Huntingdon College, Montgomery AL.
- 2013 – “The Power of Information and its Effect on Cyber Strategy.” Presentation to the Consortium for the Advancement of Cyber Thinking and Strategy. Maxwell Air Force Base, Montgomery, AL.

- 2006 – *Integration in the Ranks: Explaining The Effects of Social Pressure and Attitudinal Change on U.S. Military Policy*. Doctoral Dissertation. Georgetown University.
- 2005 – “Interstate Competition in State K-12 Education Policy: A Race to the Top?” Georgetown University. Co-Authored with Dr. Mark Carl Rom. Presented at the Southern Political Science Association Conference.
- 2005 – “The Push-Pull Phenomenon: Projection and Political Involvement Among Presidential Campaign Donors.” Georgetown University. Poster presented at the American Political Science Association National Conference.
- 2004 – “Your Vote Counts.” – Published originally for Bolling AFB Newspaper but later published worldwide on Air Force Link website.
- 2003 – “The Cognitive Science of Deterrence and War-fighting: Towards a More Realistic Military Psychology.” Co-authored with Dr. William Casebeer. Institute for National Security Studies. Presented at the INSS Conference and the American Political Science Association National Conference.
- 1997 – Master’s thesis, “Against All Odds: The Struggle for Women’s Rights in Latin America,” Washington University in St. Louis
- 1993 - “Adding Communication to Debate,” - published both in the *National Journal of the Speech Communication Association* and the first issue of the *Western States Parliamentary Debate Association Journal*. (Presented the paper at both associations’ conventions).
- 1992 – “To Heal a Nation.” Book Review. *Airpower Journal*

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