

CARL SCHAEFER

ASSOCIATE, DAYTON AEROSPACE, INC.



DAYTON AEROSPACE

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PROFILE

Senior executive with over 30 years of leadership, operational experience, and acquisition/test management in the Department of Defense (DoD) and Allied Services to deliver multi-billion dollar defense acquisition programs. Expert in strategic planning, leading large-scale operations, managing multi-billion-dollar budgets, engaging with Congress, and pioneering defense systems development. Recent collaboration and teaming with every Major Command (MAJCOM) and Combatant Command to sustain current operations and deliver the future defense capabilities, including Artificial Intelligence and unmanned systems. Most recent experience in US Air Force (USAF) science and technology (S&T), acquisition programs, test and evaluation (T&E), logistics, and installation support. Lieutenant General, USAF (Retired).

PRINCIPAL AREAS OF EXPERTISE

Executive Management
Workforce Development
Capabilities & Planning
Integration

Development Planning
Organizational Leadership
Technology Transition
Test and Evaluation

Acquisition Management
Digital Engineering
Strategic
Communication

WORK HISTORY

Associate | Dayton Aerospace, Inc.
2023-present, Dayton, OH

Provides executive management, leadership and workforce development, strategic planning, acquisition management, and T&E services to numerous government and industry clients across the defense and aerospace sector.

Owner | Schaefer Innovations LLC
2023-present, Washington, D.C.

Provide strategic guidance in defense, aerospace, and leadership development, serving firms seeking expert insights into DoD operations, S&T, acquisition, logistics, test, and leadership.

Deputy Commander | Air Force Materiel Command (AFMC)
2018-2023, Wright-Patterson Air Force Base (WPAFB), OH

Oversaw 90,000+ personnel and a \$60B annual budget, driving USAF and Allied partner S&T, acquisition, sustainment, test, and installation support enterprises. Pioneered initiatives to enhance efficiency, operational readiness, and system integration for global USAF operations. Worked daily with MAJCOM and Combatant Command (COCOM) leadership to sustain current operations and deliver the future defense capabilities. Fostered partnerships with other service leaders, industry leaders, Congress, local communities, and international allies to advance military capabilities.

Commander | 412th Test Wing (412 TW/CC)
2015-2018, Edwards AFB, CA

Led 8,000+ personnel in the conduct of critical T&E missions, significantly enhancing USAF aircraft performance and capabilities. Cultivated a culture of innovation and excellence, leading to groundbreaking advancements in aerospace technology. Responsible for testing all USAF major weapon systems including F-35, F-22, B-2, B-21, KC-46, etc., and unmanned aerial systems (UASs). Installation commander for a 12,000+ personnel base and the DoD's second largest installation. Operated a \$500M annual budget in support of \$5B+ in test resources. Range operating authority (ROA) for major range test facilities base (MRTFB).

EDUCATION

MS, Systems Engineering
Air Force Institute of Technology
(AFIT)

MA, Strategic Studies
Air War College

BS, Engineering Sciences
USAF Academy

CERTIFICATIONS

Artificial Intelligence Course
Massachusetts Institute of
Technology (MIT)

WORK HISTORY (CONT'D)

Director | F-35 Integration Office (CSAF/IO)

2014-2015, *Pentagon, Washington, D.C.*

Worked directly for the Secretary of the Air Force (SECAF) and the Chief of Staff of the USAF (CSAF) to lead all integration efforts for the F-35A program. Led a 4-person staff and grew the office to 15 personnel in support of operationalizing the F-35 to meet combat requirements. Led recurring meetings with SECAF and CSAF. Worked directly with the F-35 Joint Program Office (JPO), Air Combat Command (ACC), the Air Staff, the Navy, and the F-35 international partners to develop and beddown the F-35 across the world.

Wing Commander | Data Masked

2012-2014

Commanded classified organization to develop and deliver capabilities directed by National Command Authorities (NCA), DoD, and the intelligence community. Oversaw 100+ classified programs annually to conduct 9,000+ national priority missions per year.

Commander | 46th Operations Group (46 OG/CC)

2010-2012, *Eglin AFB, FL*

Commanded seven diverse squadrons with 1,150 personnel and \$4.5B of test assets. Responsible for F-15, F-16, A-10, CV-22 and all USAF conventional munitions developmental test and evaluation (DT&E). Conducted testing for all USAF Special Operations Command (AFSOC) flying assets. Principle USAF agent for C4ISR DT&E—Air Operations Center (AOC), data links, and offensive/defensive cyber capabilities.

Deputy Commander | 412th Operations Group (412 OG/CD)

2008-2009, *Edwards AFB, CA*

Led operations for 13 flying units and 2,500 personnel with an \$82M annual budget. Conducted DT&E of new and modified weapons systems for DoD, civilian, and international partner customers.

Commander | 445th Test Squadron (445 TS/CC)

2006-2008, *Edwards AFB, CA*

Commanded combined test force (CTF) of 120 total force and civilians to conduct test and test support in 33 aircraft (F-16, T-38, C-12, and KC-135). Executed \$2.5M annual budget to support 100+ acquisition programs worth over \$300B.

Program Element Monitor | F-22/F-15 (SAF/AQ)

2004-2006, *Pentagon, Washington, DC*

SECAF/CSAF focal point for all operation capability issues related to procuring the \$63B F-22 program and a \$2.1B F-15 modernization program. Communicated F-22 and F-15 national security requirements to Congress and senior DoD leaders. Air staff expert on F-22 Initial Operational Capability (IOC) declaration.

Prior to 2004

- F-15/T-38 Instructor/Evaluator Test Pilot, *Edwards AFB, CA*
- F-15E Instructor Pilot, Royal Air Force, *Lakenheath, United Kingdom*
- 2nd Infantry Division Air Liaison Officer, *Camp Casey, South Korea*
- T-38 Instructor and Check Pilot, *Vance AFB, OK*

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