

## ALLEN K. SOLENBERG, JR., Ph.D.

Fort Worth, TX | (913) 325-6783 | [www.linkedin.com/in/allen-solenberg](https://www.linkedin.com/in/allen-solenberg)  
[allensolenberg@mail.com](mailto:allensolenberg@mail.com)

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### PROFESSIONAL SUMMARY

Dynamic Chief Operating Officer and Associate Professor with over a decade of experience driving innovation, operational excellence, and transformative leadership in high-stakes environments. Recognized for turning *"We've always done it this way"* into *"Why didn't we think of that sooner?"* by aligning big-picture strategies with on-the-ground execution to deliver measurable outcomes. Proven expertise in managing cross-functional teams, overseeing multimillion-dollar projects, and optimizing resources to achieve organizational goals. Skilled in governance, compliance, and process improvement, bringing creativity and precision to complex challenges. Demonstrated success in academia through innovative program design, accreditation achievements, and impactful mentorship, fostering excellence among teams and students. Known for enhancing fiscal stewardship, building strategic relationships, and crafting actionable solutions that drive sustainable impact.

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### Professional Experience

June 2024 – present

#### Chief Operations Officer, Facilities Operations Branch Defense Health Agency, United States Air Force

Oversaw enterprise-wide operations for a \$54B global facility network, directing multidisciplinary teams to sustain, restore, and modernize healthcare infrastructure across diverse regions. Aligned operational strategies with regulatory mandates and organizational objectives, ensuring mission-critical readiness and long-term sustainability.

- **Operational Excellence:** Directed the execution of complex projects across multiple regions, leveraging cross-functional frameworks to enhance operational continuity and regulatory compliance.
- **Strategic Resource Management:** Oversaw fiscal planning and accountability for six significant programs valued at \$75M, driving a 12% cost reduction while maintaining 100% project completion rates.
- **Team Leadership and Morale:** Led a team of 1,300 personnel, implementing targeted mentoring initiatives that boosted morale by 25% and enhanced team productivity.
- **Process Innovation:** Spearheaded 15 strategic roadmaps, translating organizational goals into actionable projects that optimized \$100M in initiatives and ensured compliance with

healthcare standards.

- **Mission Readiness:** Secured \$1.5B in funding through data-driven business cases, enabling infrastructure modernization and enhanced readiness across operational facilities.
- **Interagency Collaboration:** Built high-impact partnerships with federal, international, and military stakeholders, improving healthcare logistics, readiness, and accountability for critical operations.
- **Results-Driven Leadership:** Implemented 12 process improvements that recouped \$3M in resources and streamlined organizational efficiency across all operational areas

June 2023 – June 2024

**Executive Vice President, Healthcare Operations**  
**Defense Health Agency, United States Air Force**

Directed healthcare and support operations for a \$52M military treatment facility, ensuring combat readiness for 1,600 personnel supporting NATO. Oversaw the strategic planning, execution, and optimization of healthcare services and resources, aligning operations with the \$18B nuclear surety mission.

- **Enhanced Operational Readiness:** Executed \$1.4M in direct care and \$3M in TRICARE Overseas care, achieving the Air Force's #1 access-to-care rating while maintaining 100% mission readiness during Nuclear Surety inspections.
- **Strategic Leadership:** Authored the 39th Air Base Wing's first strategic plan, driving organizational alignment and innovation across the medical group and wing.
- **Award-Winning Team Collaboration:** Mentored a team of 184 personnel, securing United States Air Force Europe-level awards, including Air Force Diagnostic Imaging Airman of the Year, Biomedical Specialist of the Year, Medical Materiel Airman of the Year, Medical Materiel Non-Commissioned Officer of the Year, Biomedical Equipment Technician Airman of the Year, and Medical Logistics Team of the Year.
- **Fiscal Accountability:** Managed \$57M in assets, \$2M in contingency supplies, and executed a \$7.2M annual budget, earning the distinction of #1 Air Force Medical Treatment Facility and #4 of 706 Defense Health Agency facilities for logistical performance.
- **Innovative Problem-Solving:** Directed life-saving changes to Emergency Ambulance Services, securing Headquarters-level approval for paramedics and closing critical response capability gaps.
- **Improved Morale and Resilience:** Secured \$100K in morale and welfare funding to establish on-site fitness and wellness facilities, boosting team morale and operational readiness.

- **Mission-Critical Support:** Safeguarded a \$191M inventory of Defense Health Agency assets, ensuring continuity of healthcare delivery across six nations under high-stakes international conditions.

August 2019 – June 2023

**Associate Program Director and Associate Professor  
Army-Baylor University, Master's in Healthcare and Business  
Administration Programs**

Directed all aspects of a nationally recognized graduate program, aligning academic operations with institutional goals and national healthcare standards to prepare the next generation of healthcare leaders. Leveraged strategic partnerships, innovative curriculum design, and performance-driven leadership to deliver measurable improvements in program outcomes and stakeholder engagement. Fostered a collaborative environment, leading 313 total students and 15 faculty members to certify competencies and uphold national standards; committed to diversity, inclusion, and effective communication. Demonstrated exceptional leadership as Executive Healthcare Resource Management course director (Department of Defense), coordinating 80 instructional hours with 40 presenters for an international audience; also directed 106 CME credits as part of the Joint Medical Executive Skills Institute.

- **Secured Long-Term Sustainability:** Led efforts to achieve a 7-year CAHME re-accreditation for two programs by managing compliance, enhancing stakeholder collaboration, and streamlining accreditation processes, ensuring continued institutional excellence.
- **Increased Program Visibility:** Designed and executed innovative marketing strategies, increasing enrollment by 45% and significantly enhancing partnerships with healthcare systems for residency placements.
- **Enhanced Leadership Development:** Taught marketing and healthcare strategy courses, incorporating real-world applications such as Google Ad Grants. Mentored students to implement market analyses, develop dashboards, and deliver high-impact business case analyses (BCA) with ROI-focused strategies.
- **Streamlined Operations:** Restructured program objectives across 175 courses to align with industry standards, cutting redundancy and enhancing accreditation readiness. Reduced project completion timelines by 75%, accelerating students' graduation rates and career readiness.
- **Expanded Continuing Education:** Managed a team delivering 93 online courses to 3,700 personnel, ensuring compliance with healthcare regulations and maintaining 100% competency certification rates.

- **Fostered Organizational Excellence:** Chaired committees that improved inter-agency collaboration, increasing organizational performance by 37% through targeted reforms in admissions, curriculum design, and faculty development initiatives.
- **Strengthened Stakeholder Engagement:** Built strategic partnerships with healthcare systems, private organizations, and federal agencies, fostering sustainable impact and advancing the program's mission of developing top-tier healthcare executives.

August 2009 – August 2016

**Vice President, Healthcare Operations**  
**Defense Health Agency, United States Air Force**

Directed multifaceted operations across IT, logistics, and healthcare delivery, managing budgets exceeding \$8.9M to ensure accessible, cost-effective care for over 40,000 annual outpatient visits and 25,000 beneficiaries. Delivered strategic leadership during critical events and transitions, aligning clinical processes with organizational goals to enhance patient care, operational readiness, and resource optimization. Implemented innovative solutions to improve healthcare delivery systems, streamline digital infrastructure, and enhance administrative efficiency. Spearheaded TRICARE operations, ensuring compliance, patient satisfaction, and mission readiness. Proven ability to lead teams and manage resources in high-stakes environments to achieve organizational excellence and measurable outcomes.

- **Crisis Leadership:** Coordinated Crisis Action Team operations during seven exercises and four real-world contingencies, ensuring seamless execution of mission-critical actions and maintaining operational continuity for healthcare services.
- **Administrative Leadership:** Oversaw group-level administration for three commanders, integrating operational and resource management efforts to support 36K annual appointments and enhance mission readiness.
- **Infrastructure Modernization:** Directed a \$1M 10Gb network upgrade across three sites, increasing network speed by 75% and strengthening cybersecurity for 200 personnel.
- **Resource Optimization:** Revitalized the defunct Report of Survey (ROS) program, resolving seven cases and recovering \$21K in lost equipment, reinforcing fiscal accountability.
- **Mission Readiness:** Mobilized the Medical Information Response Team during five power outages, safeguarding \$500K in server equipment and ensuring uninterrupted care delivery.
- **Operational Efficiency:** Spearheaded an IT inventory system overhaul, securing 35 programs, mitigating \$2.3M in potential equipment loss, and enhancing data security.
- **Infrastructure Modernization:** Directed a 10Gb network

upgrade, securing \$750K in IT equipment and boosting operational capacity by 40%.

- **Leadership Excellence:** Managed financial and personnel operations for 191 authorizations and 32 contracts while executing a \$7.3M budget.

## EDUCATION

August 2019	<b>The University of Kansas, School of Medicine</b> <i>Ph.D. in Health Policy and Management</i> Dissertation Title: "Experiences and Adherence to Colorectal Cancer Screening within the University of Kansas Health System for Persons with Spinal Cord Injury and/or Disorders" Committee: Joanna Veazey Brooks, Allen Greiner, Tami Gurley-Calvez, Jean Hall, Glendon Cox
July 2009	<b>Aspen University</b> <i>Master of Business Administration</i>
May 2007	<b>American Intercontinental University</b> <i>Bachelor of Business Administration in Healthcare Management</i> <i>Summa cum laude</i>

## RESEARCH & TEACHING INTERESTS

Qualitative Methods, Quantitative Methods, Health Policy, Healthcare Administration, Quality Improvement, Business Administration, Patient Safety, Disability, Disparities, Preventive Screenings, Ethical Marketing of Healthcare Services & Products, Primary Care, Patient/Provider Matching

## ARTICLES IN PRINT

**Solenberg Jr, Allen K.**, Jean P. Hall, and Joanna Veazey Brooks. "Barriers to Colorectal Cancer Screening for people with spinal cord injuries and/or disorders: A qualitative study." *Disability and Health Journal* (2020): 100950.

## ARTICLES IN PROGRESS

**Solenberg Jr, A. K.** "Colonoscopy: The Ethical Dilemma of Proclaiming a Gold Standard"

Schwab, S., Kim F., Law, W., Richards, M., **Solenberg, A.** "Task Delegation and Care Delivery within Blended Provider Practices: Evidence from the Military Health System."

## PRESENTATIONS

**Presenter:** Schwab, S., Richards, M. R., **Solenberg, A.**, & Frogner, B. K. (2020, June). Task Delegation and Care Delivery within Blended Provider Practices: Evidence from the Military Health System. In 9th Annual Conference of the American Society of Health Economists. ASHECON.

**Discussant:** “Speed-Quality Tradeoffs in Home Health: The Effects of Visit Length on Hospital Readmission” | December 2019 | Texas Health Economics Conference | Waco, TX

## TEACHING EXPERIENCE

2021 – 2023	<b>Course Director:</b> <i>Finance III</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2021 – 2023	<b>Course Director:</b> <i>MEDCOM Analytics</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2020 – 2023	<b>Course Director:</b> <i>Health Policy</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2020 – 2021	<b>Course Director:</b> <i>Healthcare Strategic Management</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2020 – 2021	<b>Course Director:</b> <i>Selected Topics in Business Law</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2020 – 2021	<b>Course Director:</b> <i>Seminar in Post Graduate Studies</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2019 – 2020	<b>Course Director:</b> <i>Marketing Management</i> Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX
2017 (Spring)	<b>Teaching Assistant:</b> <i>Introduction to Operations Management</i> Dr. Shellie Ellis, Department of Health Policy and Management, University of Kansas School of Medicine, Kansas City, KS

## HONORS AND AWARDS

2016 – 2019	Air Force Institute of Technology Ph.D. Scholarship
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## BOARD CERTIFICATIONS

2021 – present	Commission on the Accreditation of Healthcare Management Education <b>CAHME Fellow</b>
2019 – present	Healthcare Financial Management Association <b>Certified Healthcare Financial Professional</b>

## ACADEMIC SERVICE

2021 – present	<b>Journal Reviewer:</b> Healthcare (ISSN 2227-9032)
2020 – 2023	<b>Board President:</b> Oral Examinations <i>Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX</i>
2019 – 2023	<b>Committee Member:</b> Leadership, Curriculum and Competency, Faculty Development, Admissions, Marketing, AUPHA/CAHME, Research <i>Army Graduate Program in Health and Business Administration, Baylor University, Fort Sam Houston, TX</i>
2017 – 2019	<b>President:</b> Academy Health <i>University of Kansas Student Chapter University of Kansas School of Medicine, Kansas City, KS</i>

## PROFESSIONAL MEMBERSHIPS

Healthcare Financial Management Association  
Association of University Programs in Health Administration  
Commission on Accreditation of Healthcare Management  
Education  
American College of Healthcare Executives