



Bruce Carlson
General (USAF Retired)
Senior Consultant, RWB Aerospace Professionals

General (Ret) Bruce Carlson uses the broad expertise gained during his 38 years in the Air Force, three years as Director, National Reconnaissance Office (NRO), and several years on the board of Directors at Lockheed Martin, to provide consulting services within the Aerospace and Defense industry. Prior to retiring from the US Air Force as a General in 2009, Bruce commanded AF Materiel Command, where he was responsible for all US Air Force science and technology research efforts, acquisition personnel, flight developmental testing and worldwide sustainment of all aircraft, communications, computer and weapons systems, to include supply chain management, and depot and contractor support. General (Ret) Carlson was responsible for 73,000 people, 56,000 of whom were civilian and for assets valued at more than \$46B. He is experienced in multiple aircraft weapons systems, is a command pilot with more than 3,300 flying hours, and has combat experience as a forward air controller in the OV-10. Bruce is currently Chairman of the board of Directors of the Space Dynamics Laboratory.

- Strategic Planning & Leadership
- Multi-Domain & Joint Operations
- Planning, Programming & Requirements
- Reconnaissance/Intelligence Technology
- Weapons Modernization
- Supply Chain and Lifecycle Management

Accomplishments

Strategic Planning & Leadership

Decades of leadership successes that include Director of NRO; General, USAF; and Board positions on leading-edge defense contractor companies. As Commander of the AF’s Eighth Air Force, he commanded all AF nuclear and conventional bomber forces and the AF’s intelligence gathering and processing capability. While in command, he successfully created the Air Force’s Information Operations management organization; The Mighty Eighth consisted of 34,000 people with an annual operating budget of >\$200M and assets in excess of \$12B.

Planning, Programming, Requirements

While Director, J8, stood up a new Combatant Command and led wartime funding and force buildup. Bruce served as principle Joint Staff Advisor to the SecDef on the 2001 Quadrennial Defense Review and authored financial options for first wartime Congressional Supplemental (\$38B in less than 24 hours) in the wake of 9/11 attacks on US.

Intel Technology

Served as the seventeenth director of the National Reconnaissance Office from July 2009 through July 2012, led the NRO’s most successful launch campaign in 25 years, and provided direction and leadership on the development, construction, launch, and operation the United States’ spy satellite constellation.

Weapons Modernization

Managed the AF’s fighter, bomber and weapons portfolio, developed detailed modernization plans for such aircraft as the B-1, B-2 and F-22. Directed Service-wide efforts to develop requirements for all new Air Force weapons systems, coordinated those new requirements with Combatant Commanders, the Joint Staff and Office of Secretary of Defense to ensure funding.

Supply Chain, Lifecycle Management

As Commander, AFMC, was responsible for flight developmental testing and worldwide sustainment of all aircraft, communications, computer and weapons systems, to include supply chain management and depot & contractor support.

Work History

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| Senior Consultant: Provides superior expertise to the defense industry, leveraging his 38-year Air Force career, NRO leadership, and defense contractor Board experience with skills that include Strategic Planning; Leadership, Multi-Domain Operations and Joint Operations; Planning, Programming & Requirements; Reconnaissance and Intelligence Technology ; Weapons Modernization; and Supply Chain and Lifecycle Management. | 2024 - Present |
| Board Member: Selected as Chairman of the Board for Space Dynamics Laboratory, where he currently serves. Served as Board Director for Lockheed Martin from 2016-2024. | 2016-Present |
| Director, National Reconnaissance Office, Chantilly, VA: Served as 17 th Director from 2009-2012, providing direction and leadership on the development, construction, launch, and operation the United States' spy satellite constellation. NRO activities were particularly crucial during this period of al-Qaeda, ISIS, and al-Shabaab uprisings, and in supporting Operation Iraqi Freedom and Operation New Dawn exercises. | 2009-2012 |
| General and Commander, Air Force Materiel Command, Wright-Patterson AFB, OH: Responsible for all US Air Force science & technology research efforts, acquisition personnel, flight developmental testing and worldwide sustainment of all aircraft, communications, computer and weapons systems, to include supply chain management and depot & contractor support. | 2005-2009 |
| Commander, 8th Air Force, Barksdale AFB, LA, and Joint Functional Component Commander for Space and Global Strike, U.S. Strategic Command, Offutt AFB, NE: Commanded all AF nuclear and conventional bomber forces and AF intelligence gathering and processing capability. created the Air Force's Information Operations management organization, which consisted of 34,000 people, an annual operating budget of >\$200M, and assets in excess of \$12B. | 2002-2005 |
| Director of Force Structure, Resources and Assessment (J8), Joint Staff, Washington, DC: Principal advisor to the Chairman of the Joint Chiefs on all DoD budget, requirements, and force structure analysis issues. Stood up new Combatant Command, and became primary Joint Staff advisor to the SecDef on the 2001 Quadrennial Defense Review. Authored financial options for first wartime Congressional Supplemental (\$38B in less than 24 hours) in wake of 9/11 attacks on US. | 2000-2002 |
| Director of Operational Requirements, Deputy Chief of Staff for Air and Space Operations, Headquarters US Air Force, Washington, DC: Managed the Air Force's fighter, bomber and weapons portfolio, developed detailed modernization plans for such aircraft as the B-1, B-2 and F-22 and successfully defended program budgets before both houses of Congress | 1998-1999 |
| Earlier military career can be found at https://www.af.mil/About-Us/Biographies/Display/Article/104718/general-bruce-carlson/ | |

Education:

Distinguished Graduate, Master of Arts degree, Naval War College, Newport, RI (1989)

Master of Arts, Webster University, St. Louis, MO (1980)

US Air Force Fighter Weapons School, Nellis AFB, NV (1979)

Bachelor of Science, Accounting - University of Minnesota – Duluth, MN (1971)

Awards and Decorations:

Defense Distinguished Service Medal with oak leaf cluster, Air Force Distinguished Service Medal with two oak leaf clusters, Air Force ROTC Distinguished Alumni Award, the National Intelligence Distinguished Service Award, the DoD Medal for Distinguished Public Service, the James V. Hartinger Award for Distinguished Service in the Field of Military Space, and the Order of the Sword, Air Force Materiel Command. He is also a Distinguished Alumnus of Washington High School, Brainerd MN as well as a Distinguished Alumnus of the University of Minnesota. He was also awarded an honorary doctorate degree, National Security and Space Policy, from Utah State University.

Security Clearance: Active Security Clearance