

Jason B. Moats

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EDUCATION

PhD	Texas A&M University, Educational Human Resource Development Dissertation: A Close Look at Technology Acceptance: A Phenomenological Study Committee: Dr. Jia Wang (chair), Dr. Ben Welch, Dr. Frederick Nafukho, & Dr. Robert Strong	December 2013
MS	Texas A&M University, Educational Human Resource Development Advisor: Dr. Jamie Callahan	May 2007
BS	Southern Illinois University Carbondale, Workforce Education & Development Specialization in Education and Training Development	May 1997
AS	Vincennes University, General Studies	December 1996

CERTIFICATIONS

Fire Service Chief Executive Officer Texas A&M Engineering Extension Service, Texas A&M University	2017
Certificate in Homeland Security Bush School of Government & Public Service, Texas A&M University	2008
College Teaching Certificate College of Education and Human Development, Texas A&M University	2009
Certified Training and Development Professional Texas A&M University	2008
Certified Technical Trainer (CTT+) Comptia	2002
Hazardous Materials Technician Union Pacific Railroad	1993

ADMINISTRATIVE APPOINTMENTS

Texas A&M Health School of Public Health, College Station 2023-Present
Texas A&M Health School of Public Health (SPH) works with state, tribal, local, and territorial health departments and officials to promote public health emergency preparedness and response. The school offers undergraduate and graduate education opportunities both in person and online, reaching more than 3,400 students through four programs: Health Policy and Management, Health Behavior, Epidemiology and Biostatistics, and Environmental and Occupational Health. The School of Public Health has campuses in College Station and

McAllen, Texas. The school's practicum sites and community outreach programs provide connectivity and public health impact in all of Texas' 254 counties as well as beyond the state's borders. The School of Public Health is home to six centers, including the USA Center for Rural Public Health Preparedness.

Director, USA Center for Rural Public Health Preparedness August 2023-Present
Position reports to the School of Public Health's Senior Associate Dean for Research and is responsible for the USA Center's leadership and strategic development.. The director is responsible for developing and sustaining the Center's reputation as a collaboration hub and a leader in research and innovation in Public Health preparedness. The director coordinates and supervises Center activities; establishes relationships and partnerships for research, collaboration, and innovation; and develops new service offerings that align with the SPH's mission and vision. The USA Center director ensures the center's fiscal and personnel management are based on sound and ethical business principles, promotes the school and other Texas A&M University System entities, and embraces collaborative efforts with other colleges, institutes, centers, A&M System entities, and State of Texas organizations. As a key member of the SPH leadership team, the director ensures the center serves as a resource to the agency, the State of Texas, private industry, and public health enterprises. This position supervises three direct reports and affiliated faculty fellows.

Texas A&M Engineering Extension Service (TEEX), College Station 2002-2023
The Texas A&M Engineering Extension Service (TEEX) is an internationally recognized leader in emergency response training and exercises, workforce training, and technical assistance. In 2021, TEEX recorded more than 2.04 million contact hours by training over 138,000 students representing 50 U.S. states and 131 countries. Additionally, TEEX is the sponsor of Texas A&M Task Force 1, the State of Texas's elite search and rescue team that deployed 12 times in 2021. TEEX is comprised of four divisions and nine centers, operates seven facilities across the state (including the Brayton Fire Training Field/Disaster City®), has an operating budget of \$ 93.5 million, and employs 463 full time employees.

Division Director, TEEX Testing & Innovation Center June 2020-Present
Position reports directly to the Agency Deputy Director/Chief Operations Officer and is responsible for the leadership and strategic development of the TEEX Testing and Innovation Center (TT&IC). The director is responsible for developing and sustaining the center's reputation as a collaboration hub and a leader in product testing, evaluation, and innovation for Public Safety, Private Sector, and Homeland Security providers. The director coordinates and supervises center activities; establishes relationships and partnerships for product evaluation and innovation development; and develops new service offerings that align with the TEEX mission and vision. The TT&IC director ensures the center's fiscal and personnel management are based on sound and ethical business principles, promotes the agency and other Texas A&M University System entities, and embraces collaborative efforts with other agencies, A&M System entities, and State of Texas organizations. As a key member of the TEEX leadership team, the director ensures the center serves as a resource to the agency, the State of Texas, private industry, and public safety and homeland security enterprises. This position supervises one direct report, three interns, and one student worker.

Select Responsibilities & Accomplishments

- Led the transformation of an underperforming program to a viable division resulting in:
 - Strong positive financial performance (>150% financial growth in under 24 months)
 - Strong relationships within the Agency and Texas A&M University System
- Leads Texas A&M Health Science Center collaborations with the U.S. Air Force's 59th Air Medical Wing for the evaluation of Medical IoT technologies.
- Leads efforts to build collaborative relationships across Texas A&M University System to enhance Humanitarian Assistance-Disaster Relief (HADR) capacities and improve operations at the military-civilian interface
- Creates a successful graduate student intern program
- Implements clear, concise operational objectives
- Increases visibility on local, regional, and national levels
- Supports multiple federally sponsored research projects (NIST/PSCR, EPA/BSEE, & NSF)
- Establishes and/or maintains partnerships within the Texas A&M System (i.e., Internet 2 Technology Evaluation Center, Texas A&M Health Science Center, Bush Combat Development Complex, Texas A&M School of Veterinary Medicine, Hazard Reduction and Recovery Center, etc.)
- Founding member and Training and Education Chair of the Texas A&M Emergency Management Advisory Group (TEMAG)
- Authored chapter on development of expertise for the future
- Authored/co-authored four peer-articles based on active research projects
- Represented TEEEX on the program committee and as a speaker for the 2021 Disaster PRIMR virtual conference

Interim Division Director, Business and Cyber Solutions

May 2021-Nov. 2021

Position reports directly to the Agency Deputy Director/Chief Operations Officer and is responsible for the leadership and strategic development of the Agency's Business and Cyber Solutions (BCS) Division. The director is responsible for developing and sustaining the division's reputation as a provider of workforce development training for cybersecurity, economic development, and advanced manufacturing. The director establishes relationships and partnerships for training development and delivery; oversees the strategic direction of the division; evaluates personnel; and develops new service offerings that align with the TEEEX mission and vision. The BCS director ensures the division's fiscal, and personnel management are based on sound and ethical business principles, promotes the agency and other Texas A&M University System entities, and embraces collaborative efforts with other agencies, the A&M System entities, and State of Texas organizations. As a key member of the TEEEX leadership team, the BCS director ensures the division serves as a resource to the agency, private industry, and the State of Texas. This position was responsible for a division comprised of 27 employees and directly supervised eight program directors and managers.

Select Responsibilities & Accomplishments

- Conducted the analysis of a failing division to determine the sustainability and continued viability
- Assisted in the initial implementation of the TRAIN Es Tu Futuro project
- Concurrently directed two divisions

- Developed a strategic plan for the transformation of the BCS division

Associate Division Director, Emergency Services Training Institute Sept. 2016-June 2020
 Position reports directly to the Emergency Services Training Institute (ESTI) Division Director and is responsible for assisting with leadership for the Emergency Services Training Division. The associate division director directs the day-to-day operations of the Cooperative Agreement WMD Training Program (WMD EMS; Incident Management; & Enhanced Programs); Preparedness Program; Cooperative Agreement Executive Programs (Senior Officials Program; WMD HazMat; and Wide Area Search); and Curriculum, Certification, and Evaluation programs. The associate division director serves and represents the ESTI director during his/her absence. The associate division director develops and maintains strategic plans for the ESTI Division and assists the division in developing and maintaining a statewide, national, and international presence. This position develops a customer network that keeps the institute abreast of market trends and provides input on current services. The associate division director establishes and implements annual operational budgets. This position also writes and manages contracts and grants; develops and submits annual operational budgets that include forecasting of programs' performance; and effectively manages funds to assure positive cash flow at the year-end closing. The associate division director also hires and manages quality staff to meet customer needs; prepares and submits all reports in a timely fashion, including budget and financial reports, job descriptions, performance evaluations, etc. Establishes internal controls to maintain accountability in areas of cash receipts, contracts, human resources, and customer services. The associate division director assists agency leadership by ensuring the agency is able to maximize the overall effectiveness of the agency's resources. This position was responsible for 67 full-time employees and 120 part-time wage employees, and directly supervised 4 program directors.

Select Responsibilities & Accomplishments

- Oversaw three operational programs and one support program with a combined annual budget of over \$18.3 million, which regularly achieved > 125% of performance metrics
- Served as the Planning Section Chief for the largest fire training schools from 2016 through 2019
- Planned & implemented field-wide internet system installation
- Awarded The Texas A&M University System Regents Service Award

Program Director, Emergency Services Training Institute June 2012-Aug. 2016
 Position reports to the Emergency Services Training Institute's Associate Division Director and is responsible for promoting adaptability through directing a diverse, multimillion-dollar federally-funded training and exercise program. The program director assists in the leadership of the Emergency Services Training Division. This position oversees the performance of three FEMA/DHS sponsored programs: WMD EMS, Incident Management, and Enhanced Incident Management programs. The program director is responsible for developing and managing personnel; ensuring the quality of all delivered training; and promoting stewardship through fiscal and administrative leadership, ensuring that costs are within approved budget levels and follow federal, state and agency fiscal rules and procedures. The program director establishes standards, processes, and procedures to ensure that training programs meet or exceed current contractual requirements within the specified performance period. The program director selects, trains, coaches and mentors training

managers and instructional and support staff so that they perform to their potential by establishing goals and conducting performance evaluations. This position directs the assessment, development and preparation of new instructional materials and updates to existing materials to include certification or recertification of curriculum by the U.S. Department of Homeland Security within specified time limits. The program director also closely monitors the training of and deliveries by all full-time and wage instructional staff to ensure that "quality training" is consistently delivered. The program director also promotes teamwork by coordinating and collaborating with other programs, divisions, and entities to maintain and further develop the program. This position was responsible for 37 full-time program and 60 part-time wage staff, and directly supervised three training managers and two administrative support personnel.

Select Responsibilities & Accomplishments

- Key architect of the Emergency Management*Exercise System (EM*ES) and the curriculum used to employ it in training thousands of incident management team members and emergency managers nationwide
- Established and evolved partnership between TEEEX and the Bush School
- Initiated efforts that led to the First Annual Homeland Security Conference for the Texas Military Forces and the National Guard Bureau's Homeland Security Institute
- Spearheaded the agency effort to facilitate a pilot training course that prepares clinical healthcare providers and support personnel for working in an Ebola Treatment Unit (ETU) in collaboration with the Texas A&M Health Science Center
- Established a relationship between TEEEX and TEES' Mary Kay O'Connor Process Safety Center to provide SENG 422/677 Fire Protection for Petrochemical Facilities
- Awarded the TEEEX Distinguished Service Award
- Awarded the 2013 TEEEX Excellence in Innovation award
- Awarded 2013 TEEEXcellence award
- Taught graduate-level classes for the Texas A&M Urban Planning program
- As part of a multidisciplinary Texas A&M team, developed a successful proposal for a DHS Center of Excellence (Cross Border Threat Screening)
- Led the implementation of virtual reality simulations into industrial fire incident command training

Training Director, Emergency Services Training Institute Jan. 2012-May 2012

Position reports to the WMD Program Director and is responsible for the leadership of multiple DHS/FEMA sponsored and enterprise training programs. The training director is responsible for developing and managing personnel; ensuring the quality of all delivered training; and providing sound fiscal and administrative direction by monitoring the budget execution of training programs. The training director establishes standards, processes, and procedures to ensure that training programs meet or exceed current contractual requirements within the specified performance period. The training director selects, trains, coaches and mentors training managers and instructional and support staff so that they perform to their potential by establishing goals and conducting performance evaluations. This position directs the assessment, development and preparation of new instructional materials and updates existing instructional materials to include certification or recertification of curriculum. The training director also closely monitors the training of and deliveries by full-time and wage

instructional staff to ensure that training is consistently delivered. This position had seven full-time and 35 part-time wage direct reports.

Training Manager, Emergency Services Training Institute Oct. 2007-Dec. 2011
Position reports to the WMD Program Director and manages the Incident Management Program to meet all required performance targets within the performance period and supports the ESTI Preparedness program. The training manager manages DHS-funded course marketing, coordination, support, and delivery activities. This position maintains coordination between the instructional team and program management to ensure full-time and adjunct instructors are on hand, trained, and ready for course and exercise delivery. The training manager coordinates with and supports other TEEEX training, exercise and simulation programs as required. The training manager develops and oversees the implementation of professional development training programs for instructional staff, reviews instructor evaluations on a quarterly basis, and provides coaching and/or additional training as needed. The training manager establishes performance goals, conducts performance evaluations, and manages all personnel actions to include P&L, employee leave, hiring, promotion and disciplinary actions. The training manager directs and facilitates the development of the courses/exercise scenarios requested by clients. This position had six full-time and 25 wage part-time direct reports.

Select Responsibilities & Accomplishments

- Established a relationship with the International Association of Campus Law Enforcement Administrators (IACLEA)
- Led the revision and implementation of Crisis Management for Higher Education Institutions in collaboration with IACLEA as a national training program
- Led the creation of an Executive version of Crisis Management for Higher Education Institutions for higher education administrators
- Led the creation and implementation of five courses into national training programs for preparedness and response management
- Oversaw five instructors delivering more than 120 courses to 4,500 emergency responders annually
- Represented state training academies as a member of DHS's Target Capabilities Working Group on Emergency Operations Center Operations
- Represented state training academies as a member of DHS's Target Capabilities Working Group for Onsite Incident Management

Program Coordinator, Emergency Services Training Institute May 2007- Sept. 2007
Position reports to the WMD Program Director and manages the simulation-supported, scenario-driven Enhanced Incident Management/Unified Command Program (EIMUC) to meet all required performance targets within the performance period. The program coordinator assists recruiting course participants for the residential EIMUC course. This position maintains coordination between the 18-member instructional team and program management to ensure full-time and adjunct instructors are on hand, trained, and ready for course and exercise delivery. The program coordinator liaises with, and supports other TEEEX training, exercise and simulation programs as required. The EIMUC Program Coordinator develops and oversees the implementation of professional development training programs for instructional staff, reviews instructor evaluations on a monthly basis, and provides coaching and/or additional training as needed. The program coordinator manages time sheets approval

and leave request approval, and directs and facilitates the development of the exercise scenarios requested by customers. This position had two full-time and 60 wage part-time direct reports.

Training Coordinator, Emergency Services Training Institute Oct. 2004-April 2007

Position reports to the WMD Program Director and coordinates the simulation-supported, scenario-driven Enhanced Incident Management/Unified Command (EIMUC) program to meet all required performance targets within the performance period. The training coordinator recruits, trains, and schedules course instructors for the residential EIMUC course. This position serves as the lead instructor and developer. The training coordinator liaises with and supports other TEEEX training, exercise and simulation programs as required. The EIMUC training coordinator implements professional development training programs for instructional staff, reviews instructor evaluations monthly, and provides coaching and/or additional training as needed. The training coordinator leads and facilitates the development of the exercise scenarios requested by customers. This program had 35 part-time wage direct reports.

Select Responsibilities & Accomplishments

- Led 36 simulation supported, scenario-based courses
- Led the development of a library of eight scenarios to implement in the training course
- Assisted in Operational Readiness Exercises for FEMA Urban Search and Rescue Teams as simulated victim coordinator and observer controller
- Assisted in TOPOFF National exercise preparations
- Assisted in establishing a relationship between TEEEX and the Port Authority of New York and New Jersey to provide training and full-scale exercises for PANYNJ
- Served as an observer controller for a Multinational Foreign Animal Disease exercise

Instructor, Emergency Services Training Institute Feb. 2002-Sept. 2004

Position reports to the WMD Incident Management Training Manager. The instructor assists in the development, delivery, and coordination of the FEMA-sponsored WMD Incident Management/Unified Command mobile training course to first responders across the country. The instructor also assists other programs in developing and delivering incident command system-related courses. The instructor assists in the development and delivery of various tabletop, functional, and full-scale exercises to local and state jurisdictions. The instructor utilizes knowledge of adult learning theories and learning styles to help maximize learner success and ensure overall effectiveness of the course instruction through online and/or classroom instruction, field-based skills training, and/or technical assistance in incident management, emergency management and disaster response operations.

Kentucky Emergency Management, Frankfort, KY May 2000- Jan. 2002

Kentucky Emergency Management is a division of the Kentucky Department of Military Affairs, and its role and function are governed by legislative action as dictated in the Kentucky Revised Statutes. KYEM is responsible for coordinating the State's system of mitigation, preparedness, response and recovery to protect the lives, environment and property of the people of Kentucky. KYEM consists of a headquarters office and 10 area offices located throughout the state.

Hazardous Materials Training Program Coordinator

Position reports to the Training Program Director within the Technical Hazards branch of the Kentucky Emergency Management. This position is responsible for designing, developing, and delivering hazardous materials response training to first responders in the State of Kentucky. The position assisted in the design and delivery of preparedness exercises to local jurisdictions throughout the state. The Hazardous Materials Training Program Coordinator served as the staff liaison to the Kentucky Emergency Response Commission (KyERC). The program coordinator managed contracts, travel vouchers, staff timesheets, and other administrative tasks. This position supervised two full-time personnel and 30 part-time instructors.

Select Responsibilities & Accomplishments

- Concurrent duty as State of Kentucky SARA Title III Program Officer
- Established a relationship with DePaul University's Extended Outreach program to deliver hazardous materials training at no cost throughout the state
- Assisted in the development and delivery of the state's first cabinet-level pandemic preparedness exercise
- Built and trained a cadre of more than 30 volunteer instructors throughout the state
- Assisted with the Chemical Stockpile Emergency Preparedness Program (CSEPP) efforts
- Programmed and coordinated the 2000 and 2001 Governor's Emergency Management Workshops

USS Vincennes (CG49) United States Navy, San Diego, CA

May 1994-April 1996

Leading Petty Officer, Medical Department

The Leading Petty Officer (LPO) reports to the Chief Petty Officer of the ship's medical department and is responsible for the day-to-day medical and dental care for more than 400 crewmembers aboard a naval warship in port and underway. This includes conducting sick call, maintaining patient records, minor surgical procedures, immunizations, and conducting laboratory procedures. This position also serves as an instructor for first aid and CPR courses aboard ship. The Medical Department LPO is also responsible for public health-related duties aboard the ship, including conducting inspections of food service areas, barber shops, and other service areas. The LPO supervises two staff members.

Select Responsibilities & Accomplishments

- Earned San Diego County Emergency Medical Technician Certification
- Earned Enlisted Surface Warfare Specialist
- Improved the medical department's preparedness by digitizing the medical department's operations and inventory
- Awarded Navy and Marine Corps Achievement Medal for outstanding performance

Naval Hospital Pensacola United States Navy, Pensacola FL

April 1993-May 1994

Emergency Medical Services

Position reports to the Emergency Medical Services Leading Petty Officer to provide emergency medical coverage to three naval installations in the Pensacola, FL region. This position also provided patient care in the emergency department.

Select Responsibilities & Accomplishments

- Earned Florida Emergency Medical Technician Certification

- Taught CPR, ACLS, Emergency Medical Technician, and Emergency Vehicle Operations courses
- Operated the Naval Hospital Pensacola Immunization clinic
- Served as EMS shift supervisor

FACULTY APPOINTMENTS

Texas A&M University, College Station, TX

Professor of the Practice, Health Policy & Management Program, Texas A&M Health School of Public Health August 2023-Present

Instruct two seminars per semester and two standard courses per academic year, depending on departmental needs. Serve on multiple dissertation and master's committees as subject matter expert for qualitative research methods as well as emergency management and disaster response-related topics.

Lecturer, Bush School of Government & Public Service, Public Service Administration 2015-Present

Revised and taught online PSAA 604 Homeland Security and Emergency Management course for the Certificate in Homeland Security (CHLS) and Executive Master in Public Service Administration (EMPSA) Programs. Taught online PSAA 653 Weapons of Mass Destruction for CHLS and EMPSA programs. Teaches the PSAA 604 and PSAA 605 Homeland Security Policy Strategies, and Operations courses face-to-face for the traditional Master in Public Service Administration and International Affairs programs. Additional responsibilities include serving on multiple dissertation and master's committees as subject matter expert for qualitative research methods as well as emergency management and disaster response-related topics.

- PhD Students:

- Dr. Jukrin Moon
- Dr. Changwon Son
- Dr. Anna Paula-Galvao Scheidegger
- Dr. Rohith Karthikeyan
- Dr. Amin Alizadeh
- Dr. John deForest (George Washington University)

- Master's Students

- Carlo A. Chunga Pizarro
- David Coatney
- Bryan Wan
- Kathleen de Gennaro

Texas A&M University, College Station, TX

Adjunct Assistant Professor, Department of Environmental & Occupational Health 2019-Present

Serves as subject matter expert in disaster response and emergency management for students and on graduate student committees.

Texas A&M University, College Station, TX

Lecturer, Safety Engineering

2012-2022

Revised and co-taught in person SENG 422 Fire Protection Engineering Facilities Design/677 Fire Protection Engineering for Petrochemical Facilities. Mentored graduate and undergraduate students assigned to the Mary Kay O'Connor Process Safety Center. Additional responsibilities include serving as liaison between Mary Kay O'Connor Process Safety Center faculty and TEEEX personnel and an advisor for various research projects.

Texas A&M University, College Station, TX

Lecturer, Urban Planning 2016-2019

Taught in person PLAN 649 Organizational and Community Response to Crises and Disasters and PLAN 650 Disaster Response Planning for graduate students in the Urban Planning program. Taught PLAN689 Special Topics in Urban Planning. Additional responsibilities included serving as liaison for the Hazard Reduction and Recovery Center and subject matter expert in emergency management and disaster response.

Adelphi University, Garden City, NJ

2012-2015

Adjunct Assistant Professor, University College

Taught online UEM 680 – Research in Emergency and Disaster Management for the Master's Degree in Emergency Management. Taught online UEM 308 Leadership in Emergency Services, UEM 306 Master Planning for Public Emergency Management, and UEM 490 Independent Study Introduction to Emergency Management for the bachelor's degree in Emergency Services Administration.

Texas A&M University, College Station, TX

Lecturer, Public Service Administration Program

2009-2010

Co-Created and taught two online national policy orientation courses (INTA/PSAA 689 – Foundational Readings in National Preparedness) for the Graduate Certificate in Homeland Security program.

Texas A&M University, College Station, TX

Co-Instructor, Educational Administration Program

2008

Co-taught in person EDAD 601 College Teaching to graduate students and collaborated with a senior professor in the department to evaluate practical student projects.

Vincennes University / Vincennes University Jasper Center, Vincennes IN

Guest Instructor, Emergency Medical Technician

1986-1991

Delivered invited lectures on pre-hospital clinical care to students enrolled in the Emergency Medical Technician course. Planned and assisted in delivering practical medical exercises at the university's Vincennes and Jasper campuses.

PUBLICATIONS

REFEREED JOURNAL PUBLICATIONS

1. Mehta, R. K., **Moats, J.**, Karthikeyan, R., Gabbard, J. L., Srinivasan, D., Du, E.J., Leonessa, A, Burks, G, Stephenson, A., & Fernandes, R. (2022). Human-centered intelligent training for emergency responders. *AI Magazine* 43: 83–92.
<https://doi.org/10.1002/aaai.12041>
2. Murphy, R. R., Gandudi, V., Amin, T., Clendenin, A. & **Moats, J.** (2022) An analysis of international use of robots for COVID-19. *Robotics and Autonomous Systems*.
<https://doi.org/10.1016/j.robot.2021.103922>
3. Murphy, R. R., Gandudi, V., Adams, J., Clendenin, A., & **Moats, J.** (2021). Adoption of robots for disasters: Lessons from the response to COVID-19. *Foundations and Trends in Robotics*, vol. 9, no. 2, pp. 130–200, 2021.
<http://dx.doi.org/10.1561/23000000062>
4. Sasangohar, F., **Moats, J.**, Mehta, R., & Peres, S. C. (2020). Disaster ergonomics: Human factors in COVID-19 pandemic emergency management. *Human Factors*.
<https://doi.org/10.1177/0018720820939428>
5. **Moats, J.** (2017). Planting seeds: Actively developing scholar-practitioners. *Advances in Developing Human Resources*. 19(3), 279-294
<https://doi.org/10.1177/1523422317710902>
6. **Moats, J.** & McLean, G.N. (2009). Speaking our language: The essential role of scholar-practitioners in HRD. *Advances in Developing Human Resources*. 11(4), 507-522. <https://doi.org/10.1177/1523422309337820>
7. **Moats, J.**, Chermack, T.J., & Dooley, LM. (2008). Using scenarios to develop crisis managers: Applications of scenario planning and scenario-based training. *Advances in Developing Human Resources*. 10(3), 397-424.
<https://doi.org/10.1177/1523422308316456>

BOOKS AND BOOK CHAPTERS

1. **Moats, J. B.**, (2021). Preparing for the future of work: Developing expertise with technology and innovation. In M. L. Germain and R. Grenier (Eds) *Expertise in Organizations*. New York: Palgrave McMillan
2. **Moats, J. B.**, (2015). Influences on the acceptance of innovative technologies used in learning opportunities: A theoretical perspective. In F. M. Nafukho and B. J. Irby (Eds.) *Handbook of research on innovative integration of technology in higher education*. New York: IGI Global
3. **Moats, J. B.**, (2007). *Agroterrorism: A guide for emergency responders*. Texas A&M University Press, College Station, TX

REFEREED CONFERENCE PROCEEDINGS

1. Murphy, R. R., & **Moats, J.** (2021). *Responsible robotics innovation for disaster response*. Refereed paper to the ERS 2021 (virtual) conference. (Best Paper Honorable Mention)
2. **Moats, J.** & Wang, J. (2014). *A close look at technology acceptance*. Refereed abstract accepted to the AHRD 2014 International Research Conference, Houston, TX
3. **Moats, J.** (2009). *Human resource development and homeland security: HRD's role in securing the homeland*. Presentation presented at the AHRD 2009 International Research Conference, Arlington, VA.
4. Rolle, A., Kenzhegaranova, M., Fowler, R., Reid, G., & **Moats, J.** (2008). *Five reflections on the 2007 AHRD International Research Conference*. Paper presented at the AHRD 2008 International Research Conference, Panama City, FL.

TRADE AND PROFESSIONAL JOURNALS

1. Plourde, K. & **Moats, J.** (2007). The incident command system: A process to move our response stance from reactive to proactive. The Coast Guard Proceedings of the Marine Safety and Security Council. 63(4), 11-14.

SELECTED PRESENTATIONS AND INVITED TALKS

INVITED LECTURES

1. **Moats, J.** (2022) *Emerging & Innovative Technologies in Public Safety*. ESO Wave Conference 2022, Austin, TX
2. **Moats, J.** (2016) *The Biological Threat: Prevent, Detect, Respond – A Global Health and National Security Imperative*. William C. Patrick III Lecture Series. The National Center for Biomedical Research and Training, Baton Rouge, LA
3. McWhorter, R., **Moats, J.**, & Mancuso, D. (2009). Research workshop on national security human resource development. Invited presentation for the Project on National Security Reform and George Washington University, Alexandria, VA.

CONFERENCE PRESENTATIONS

1. Lekchiri, S. & **Moats, J.** (2022) *How Understanding the Barriers & Challenges of Women in the Fire Service Can Improve Recruitment & Retention*. Leadership Development Symposium, San Marcos, TX
2. Ledgerwood, S., **Moats, J.**, Dwyer, J., & Putfark, R. (2022) *XR Training for Public Safety: Lessons Learned from Industry and Academia*. PSCR Stakeholders Conference, San Diego, CA
3. Mehta, R. M., **Moats, J.**, Biswas, S., Ranganathan, S., Sofen, K., Jyotishi, S., & Ledgerwood, S. *AR/VR is Ready, But Are We? Human Readiness to Immersive Tech in Public Safety*. PSCR Stakeholders Conference, San Diego, CA

4. Mehta, R. M. & **Moats, J.** (2021) *The National Science Foundation's Convergent Accelerator Program: Our Adventures in Creating a Transdisciplinary Team to Answer the Call*. Texas A&M University Research Conference, College Station, TX
5. **Moats, J.** (2019) *From Boomers to Millennials: The Diversity We Engage in the Classroom and Office*. Texas A&M Engineering Extension Service Professional Development Conference, College Station, TX
6. Berquist, M., **Moats, J.**, & Gibler, M. (2017) *Enhancing Preparedness Through Simulated Exercises & Capacity Building*. The Second OIE Global Conference on Biological Threat Reduction, Ottawa, Canada
7. **Moats, J.** & Martin, D. (2017) *Disaster City Experience: Incident Command System Primer*. Nuclear Power Institute, College Station, TX
8. **Moats, J.** (2014). *Simulations in Training: Gaming the Change*. Invited presentation for the 2014 National Homeland Security Conference, Philadelphia, PA.
9. **Moats, J.** (2013) *Simulations in Training: Distributed Web-Based Simulations in Action*. Invited Presentation for the 2013 National Homeland Security Conference. Los Angeles, CA.
10. **Moats, J.** (2013). *Simulations in Training: Gaming the Change*. Invited presentation for the 2013 International Association of Fire Chiefs' Innovation Conference, San Diego, CA.
11. Rolle, A., Kenzhegaranova, M., Fowler, R., Reid, G., & **Moats, J.** (2008). *Five Reflections on the 2007 AHRD International Research Conference*. Paper presented at the AHRD 2008 International Research Conference, Panama City, FL.
12. **Moats, J.** (2010). *Case Studies: Tools to Learn By*. 2010 International Association of Emergency Managers Annual Conference, San Antonio, TX.
13. **Moats, J.** (2009). *Reaching Beyond the Classroom: Using Virtual Worlds to Conduct Training*. 2009 International Association of Emergency Managers Annual Conference, Orlando, FL.
14. **Moats, J.** (2004). *National Incident Management System*. 2004 Kentucky Emergency Services Conference, Lexington, KY.
15. **Moats, J.** (2004). *Lessons Learned from Major Incidents*. 2004 Kentucky Emergency Services Conference, Lexington, KY.
16. **Moats, J.** (2004). *Terrorism in the Barnyard*. 2004 Fire Department Instructor's Conference, Indianapolis, IN.

BOOK REVIEWS

1. **Moats, J.B.** (2010), [Review of the book *Careers after the Armed Forces: How to Decide on the Right Career and Make a Successful Transition*, *Journal of European Industrial Training*, Vol. 34 No. 4, pp. 396-398. <https://doi.org/10.1108/03090591011039126>

GRANTS AND CONTRACTS

Planning for Imminent Ignition in the Southern US: Stakeholder-driven Challenges and Opportunities for Wildfire Mitigation and Preparedness **September 2023 – August 2025**

A \$ 200,000 National Science Foundation grant to investigate the impacts of wildfires in coastal communities along the southern US border. This extends to examining the disruption of healthcare access during and after fires and seeks to identify mitigation strategies to counter the identified disruptions. (Role: Co-PI)

SearchAR: User-centered Adaptive Augmented Reality for Search and Rescue **December 2020- November 2023**

A \$1,350,000 National Institute of Standards and Technology/Public Safety Communications Research directorate cooperative agreement will create an operational system intended to integrate augmented reality technologies in search and rescue operations to improve performance during disaster response. (Role: External Consultant)

Cyber-Resilience Adaptive Virtual Reality Experiences (CRAVRE) **October 2020-September 2023**

A \$1,448,005 Federal Emergency Management Agency/National Training and Exercise Directorate Cooperative Agreement to develop an innovative, national-level training program to address training needs for emergency response decision-makers as it relates to incident management for large-scale incident response with cyber involvement. The goal of the program is to build, sustain, and deliver core capabilities through the development and delivery of training with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. (Role: External Consultant)

C-Accel Pilot Track B2 (National Talent Ecosystem): Learning Environments with Advanced Robotics for Next-Gen Emergency Responders (LEARNER) **September 2020-August 2023**

A \$5,498,274 National Science Foundation Cooperative Agreement to generate technology-based learning solutions that can support and augment the performance and safety of emergency response (ER) personnel. The project will develop and evaluate a functional prototype of LEARNER, an innovative accessible, modular, personalized, and scalable learning platform to accelerate skilling and reskilling of ER workers, particularly on nascent augmentation technologies that have significant potential to change the very nature of work and improve efficiency, health, and well-being. (Role: External Consultant)

CC-CIVIC – PG Track B: Community Centric Pre-Disaster Mitigation with Unmanned Aerial and Marine Systems **December 2021–November 2022**

A \$383,591 National Science Foundation grant to create a sustainable cycle of interaction between formal emergency management and trained high school students to collect and process pre-disaster mitigation data for their neighborhoods that can also inform use-inspired AI research. The project brings civic partners (emergency managers), community members (schools), and researchers (academic, government labs, and industry) together to accomplish more than the current independent and disjointed state of the practice. (Role: External Consultant)

EAGER: Evidence-Based Model of Adoption of Robotics for Pandemics and Natural Disasters **April 2021 – March 2022**

A 12-month, \$238,296 National Science Foundation EAGER grant that funded an intensive study to create a theory of responsible robotics innovation for disasters by analyzing robotics innovation during the COVID-19 pandemic. The project brought together leaders in robotics, law, emergency management, and public health with expertise in emergency management and policy to investigate robotics innovations and instances of ethical concerns. The project provided evidence for anticipatory governance, such as new regulations and policies, to accelerate the adoption of safe, effective robots during a disaster while reducing negative consequences from either deploying unsound technology or deferring deployment of technology. The project's findings are likely to impact how engineering, law, and policy are taught, how

graduate and undergraduate students are trained in multidisciplinary approaches to science and society, and how the diversity of students in the research pipeline can increase. (Role: External Consultant)

DHS/FEMA assistance to Firefighters Equipment **August 2018**

A \$500,000 grant from the Federal Emergency Management Agency (FEMA) to assist in the purchase of a heavy rescue apparatus used to train emergency responders from across the nation, including FEMA's elite Urban Search and Rescue task forces. (Role: PI)

DHS/FEMA assistance to Firefighters Equipment **August 2017**

A \$500,000 grant from the Federal Emergency Management Agency (FEMA) to assist in the purchase of a 100-foot aerial fire apparatus used to train emergency responders. (Role: PI)

DHS/FEMA Assistance to Firefighters – Fire Prevention and Safety **August 2016**

A \$624,307 grant from the Federal Emergency Management Agency (FEMA) to create a national-level firefighting training program intended to improve the knowledge, skills and abilities of municipal-based firefighters to recognize and manage industrial emergency incidents. (Role: PI)

REVIEWING FOR SCHOLARLY SOCIETIES

CONFERENCES:

Academy of Human Resource Development (AHRD) International Research Conference, 2007-present.

REVIEWER

Journal of European Industrial Training, 2008-Present
Human Resource Development Review, 2013-Present
Advances in Developing Human Resources, 2013-Present
Human Resource Development Quarterly, 2020-Present
Journal of Applied Science and Technology, 2022-Present

PROFESSIONAL SERVICE

Conference Co-Chair, 2024 Disaster PRIMR Conference, 2023-2024
Executive Planning Committee, 2023 Scowcroft Institute for International Affairs Summit on Border Health, 2023
Training and Education Chair, Executive Committee of Texas A&M Emergency Management Advisory Group (TEMAG), 2020-Present
Program Committee, Disaster PRIMR 2021 (Virtual Conference)
Faculty Fellow, Mary Kay O'Connor Process Safety Center – Texas A&M University, 2017-Present
Research Fellow, Institute for Science Technology, and Public Policy, Bush School of Government and Public Service, Texas A&M University, 2017-Present
Member, Board of Directors, Academy of Human Resource Development, 2016-2019
Associate Editor, Advances in Developing Human Resources, 2015-2021
Member, Editorial Board, Advances in Developing Human Resources, 2014-Present
Member, Education Committee, Texas Task Force on Infection Disease Preparedness and Response, 2014-Present
Conference Program Chair, Academy of Human Resource Development, 2015-2017
Proceedings Editor, Academy of Human Resource Development, 2014-2015
Fellow, Integrated Center for Homeland Security, Texas A&M University, 2008-2009
Member, U.S. Department of Homeland Security Target Capabilities Working Group (Emergency Operations Center), 2008-2010
Member, U.S. Department of Homeland Security Target Capabilities Working Group (Onsite Incident Management), 2007-2010

VOLUNTEER SERVICE

Creative and Technical Theatrical Staff, Brazos Valley TROUPE, Bryan, TX, 2008-2017

PROFESSIONAL AFFILIATIONS

The International Association for Fire Safety Science
Human Factors and Ergonomics Society
Product Development and Management Association
The International Association of Fire Chiefs

AWARDS AND HONORS

Texas A&M University System Regents Fellow Award, Texas A&M University System, 2016
Distinguished Service Award, Texas A&M Engineering Extension Service, 2015
Excellence in Innovation, Texas A&M Engineering Extension Service, 2013
TEEXcellence Award, Texas A&M Engineering Extension Service 2013
Honorable Discharge, United States Navy, 1996
Navy and Marine Corps Achievement Medal, United States Navy, 1996
Valor Award, Escambia County (FL) Firefighters Association, 1993
Award of Valor, Warrington (FL) Fire Department, 1993