

# ANDREW H. ROBERTSON

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(Business) mudcatllc@gmail.com,  
(Military) andrew.h.robertson.mil@army.mil

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## EDUCATIONAL, PROFESSIONAL AND MILITARY EDUCATION CREDENTIALS

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- U.S. ARMY WAR COLLEGE, Carlisle Barracks, PA  
**Master of Strategic Studies Degree:** July 2021  
Concentration: Strategic Leadership
- INDIANA UNIVERSITY, KELLEY SCHOOL OF BUSINESS, Bloomington, IN  
**Master of Business Administration Degree:** March 2015  
Concentration: Strategic Management
- UNIVERSITY OF NORTH CAROLINA, KENAN-FLAGLER BUSINESS SCHOOL, Chapel Hill, NC  
**Certificate of Strategic Management:** March 2015  
Program: Institute for Defense & Business, Chapel Hill, NC
- UNIVERSITY OF MISSISSIPPI, THE MEEK SCHOOL OF JOURNALISM, Oxford, MS  
**Bachelor of Science in Journalism Degree:** August 1988  
Major: Journalism. Concentration: Advertising-Business
- MYERS & BRIGGS FOUNDATION, TRAINING DEPARTMENT, Gainesville, FL  
**Myers-Briggs Type Indicator Practitioner Certification:** May 2015
- U.S. ARMY COMMAND & GENERAL STAFF COLLEGE, Ft. Leavenworth, KS  
**Advance Faculty Development Certification:** April 2014
- U.S. ARMY COMMAND & GENERAL STAFF COLLEGE, Ft. Leavenworth, KS  
**Advance Operations Course Graduate:** December 2012
- U.S. ARMY COMMAND & GENERAL STAFF COLLEGE, Ft. Leavenworth, KS  
**Faculty Development Phase 1 Certification:** February 2010  
**Faculty Development Phase 2 Certification:** March 2010
- U.S. ARMY COMMAND & GENERAL STAFF COLLEGE, Ft. Leavenworth, KS  
**Intermediate Level Education Graduate:** August 2008
- MISSISSIPPI ARMY NATIONAL GUARD, Vicksburg, MS  
**Master Trainer Course Graduate:** October 2006
- NATIONAL GUARD PROFESSIONAL EDUCATION CENTER, Camp Robinson, AR  
**Training Officer Course Graduate:** December 2006

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## HONORS & AWARDS

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- Major General E.B. Leedy Award, Institute for Defense & Business, Indiana University-University of North Carolina MBA Cohort IX Graduating Class, April 30, 2015, Washington, DC

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## TEACHING & TRAINING EXPERIENCE

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- UNIVERSITY OF MISSISSIPPI, BUSINESS SCHOOL, MANAGEMENT DEPT, Oxford, MS  
**Adjunct Professor:** August 2015-Present  
**Department:** Management
  - Human Resource Management (MGT 383)
  - Principles of Management (MGT 371)
  - Training & Development (MGT 484)
- JIM INGRAM COMMUNITY LEADERSHIP INSTITUTE (JICLI), Community Development Foundation, Tupelo, MS  
**Trainer:** March 2016-Present
  - Myers-Briggs Type Indicator (MBTI)
  - MBTI Decoding
  - MBTI Z-Model for Problem Solving
- U.S. ARMY COMMAND & GENERAL STAFF COLLEGE, Command & General Staff Officer Course (Intermediate Level Education Common Core), Ft. Leavenworth, KS  
**Guest Primary Instructor:** May-September 2019
  - C500T: Operational Art and Planning
  - C501T: Operational Art & Design Review
  - C502T: Joint Functions Review
  - C503T: Introduction to Joint Planning
  - C504T: Joint Logistics Planning
  - C599T: Joint Planning Process (JPP) Exercise
  - C600T: Army Planning
  - C630T: Introduction to the Military Decision Making Process (MDMP)
  - C631T: Receipt of Mission / Intelligence Preparation of the Battlefield (IPB)
  - C632T: Mission Analysis
  - C633T: Course of Action (COA) Development
  - C634T: Course of Action (COA) Analysis / Wargaming
  - C635T: Military Decision Making Process – COA Comparison, COA Approval, and Operations Order (OPORD) Production, Dissemination and Transition
- U.S. ARMY COMMAND & GENERAL STAFF COLLEGE, Command & General Staff Officer Course (Intermediate Level Education Common Core), Ft. Leavenworth, KS  
**Area Coordinator-Mississippi:** May 2015-2017  
**Primary Instructor:** October 2011-April 2015  
**Instructor:** March 2009-September 2011
  - C122: Creative Thinking, Logic and Decision Making
  - C123: Assessment
  - C151: Operational Law
  - C161: Military Professionalism and Civil-Military Relations
  - C162: Civil-Military Relations in the Contemporary Operational Environment (COE)
  - C171: Writing to Persuade
  - C112: The International Security Environment
  - C201: National Security Organization and Processes
  - C203: Department of Defense (DoD) Organization and Processes
  - C210: Strategic Logistics
  - C301: Agency and Organization Briefs

- C401T: Fundamentals of Joint Operations
- C402T: Joint Tools
- C403T: Operational Art and Operational Design
- C404T: Range of Military Operations
- C405T: Foreign Internal Defense, Counterinsurgency, Foreign Humanitarian Assistance and Peace Operations
- C410T: Doctrine Foundations
- C411T: Army Design Methodology and Understanding
- C412T: Tactical Sustainment
- C413T: Decisive Action: Offense
- C414T: Decisive Action: Defense
- C415T: Decisive Action: Stability Operations
- C416T: Decisive Action: Defense Support of Civil Authorities
- C417T: Training and Developing Leaders
- C418T: Synchronizing the Warfighting Functions
- C421T: Art of Command
- C422T: Science of Control
- C423T: Inform and Influence Activities
- C510T: Introduction, Joint Functions
- C501TA: Command and Control (C2) Joint Function
- C501TB: Joint Intelligence Joint Function
- C501TC: Fires Joint Function
- C501TD: Information and Cyber Operations (Commander's Communication Strategy) Joint Function
- C501TE: Movement and Maneuver Joint Function
- C501TF: Joint Sustainment Joint Function
- C501TG: Protection Joint Function
- C510T: Joint Operation Planning Process (JOPP) Step 1 Planning Initiation, Operational Design, and Joint Intelligence Preparations of the Operational Environment (JIPOE)
- C511T: Mission Analysis
- C512T: Course of Action (COA) Development
- C513T: Course of Action (COA) Analysis and Wargaming
- C514T: Course of Action (COA) Comparison
- C515T: Course of Action (COA) Approval
- C600T: Army Planning
- C630T: Military Decision Making Process (MDMP) Application
- C631T: Military Decision Making Process (MDMP) Application: MDMP & Intelligence Preparation of the Battlefield (IPB) Overview; Conduct IPB
- C632T: Military Decision Making Process (MDMP) Application: Mission Analysis Overview; Conduct Mission Analysis; Complete Mission Analysis / Prepare Mission Analysis Briefing; Present Mission Analysis Briefing
- C633T: Military Decision Making Process (MDMP) Application: Course of Action (COA) Development Overview; Concept of Sustainment Overview; COA Development; COA Statement and Sketch Briefing
- C634T: Military Decision Making Process (MDMP) Application: Course of Action (COA) Analysis Overview; COA Analysis Step 1; COA Analysis; Complete COA Analysis / Conduct a Wargame and/or COA Decision Brief; COA Analysis Feedback; MDMP After Action Review
- F101: Strategic Change
- F102: Developing Army Organizational Capability
- F103: PPBE and Tactical Assembly Area (TAA)
- F104: Developing Materiel Capabilities
- F105: Manning the Army
- F106: Operational Contract Support
- F107: Army Force Generation (ARFORGEN)

- F108: Force Management (Case Study)
- H100: History
- L100: Leadership
- MCI WORLDCOM INC., Jackson, MS  
**Manager of Sales Training Development:** September 1998-November 2000

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## PROFESSIONAL EXPERIENCE

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- TOMBIGBEE RIVER VALLEY WATER MANAGEMENT DISTRICT, Tupelo, MS  
**Executive Director:** 2021-Present
- AZIMUTH LLC, Tupelo and Jackson, MS  
**Co-Owner:** 2020-Present
- MudCat LLC (dba MudCat CONSULTING, MudCat COMMUNICATIONS, MudCat LEADERSHIP, MudCat PPROPERTY), Tupelo, MS  
**Owner:** July 2015-Present
- MYERS-BRIGGS®  
**Certified Practitioner (leadership and problem solving/decision making training):** July 2015-Present
- N2 PUBLISHING, Tupelo, MS  
**Area Director and Franchisee Owner:** 2015-2020
- OFFICE OF U.S. SENATOR ROGER F. WICKER, Tupelo, MS  
**North Regional Director:** 2009-2015
- MudCat LLC, Ridgeland, MS  
**Owner:** 2002-2004
- nfusen, Jackson, MS  
**Director of Marketing:** 2000-2001
- MCI WorldCom INC, Jackson, MS  
**Manager-Sales Training Development:** 1997-2000
- MITCHAM STRATEGIC PARTNERS, Jackson, MS  
**Director Public Relations/Account & Sales Executive:** 1996
- RIVER OAKS HOSPITAL & RIVER OAKS EAST, Jackson, MS  
**Director Public Relations:** 1994-1996
- OFFICE OF US SENATOR TRENT LOTT, Washington, DC  
**Deputy Press Secretary:** 1991-1993
- COMMUNICATIONS CHANNELS INC, Atlanta, GA  
**Assistant Editor:** 1989-1991
- The Atlanta Journal-Constitution, Atlanta, GA  
**Staff Writer:** 1989
- The Daily Sentinel-Star, Grenada, MS  
**Writer and Photographer:** 1988

## MILITARY SERVICE

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NOV 2024-Present	<b>Unit:</b> Joint Force Headquarters (JFH), Mississippi National Guard, Jackson, MS <b>Position:</b> J9 Officer <b>Rank:</b> Colonel
OCT 2024-NOV 2024	<b>Unit:</b> 210 Reserve Support Group (RSG), Aguadilla, PR <b>Position:</b> Brigade Commander <b>Rank:</b> Colonel
OCT 2023-SEP 2024	<b>Unit:</b> 210 Reserve Support Group (RSG), Mobilization and Deployment Division (MaDD), US Army Installation Command (IMCOM), Fort Bliss, TX <b>Position:</b> Brigade Commander <b>Mobilization:</b> Mobilized in support of OPERATION ENDURING FREEDOM (CONUS SUPPORT BASE) <b>Rank:</b> Colonel
MAY 2022-SEP 2023	<b>Unit:</b> 210 Reserve Support Group (RSG), Aguadilla, PR <b>Position:</b> Brigade Commander <b>Rank:</b> Colonel
AUG 2020-APR 2022	<b>Unit:</b> Detachment 1 (Army Materiel Command) / Detachment 5 (Logistics Data Analysis Center), Army Material Command-Army Reserve Element, Redstone Arsenal, AL <b>Position:</b> Officer in Charge <b>Rank:</b> Colonel
APR 2020-AUG 2020	<b>Unit:</b> Army Sustainment Command (ASC) and Army Materiel Command (AMC) <b>Position:</b> Liaison Officer (LNO) to Army North, Joint Force Land Component Command <b>Mobilization:</b> Mobilized in support of OPERATION CORONAVIRUS DISEASE 2019 RESPONSE) <b>Rank:</b> Lieutenant Colonel
SEP 2019-APR 2020	<b>Unit:</b> Army Material Command-Army Reserve Element, Redstone Arsenal, AL <b>Position:</b> Brigade Operations & Executive Officer <b>Rank:</b> Lieutenant Colonel
MAY-SEP 2019	<b>Unit:</b> 11 <sup>TH</sup> of the 108 <sup>TH</sup> Regiment (Officer Education System), Concord, NC <b>Position:</b> Primary Instructor <b>Rank:</b> Lieutenant Colonel
MAY 2017-APR 2019	<b>Unit:</b> 4 <sup>TH</sup> (BCT) (-) of the 323 <sup>RD</sup> Regiment, Maxwell AFB, AL <b>Position:</b> Battalion Commander <b>Rank:</b> Lieutenant Colonel
AUG 2011-APR 2017	<b>Unit:</b> 11 <sup>TH</sup> of the 108 <sup>TH</sup> Regiment (Officer Education System), Concord, NC <b>Position:</b> Primary Instructor <b>Rank:</b> Lieutenant Colonel, Major
MAR 2009-JUL 2011	<b>Unit:</b> 11 <sup>TH</sup> of the 108 <sup>TH</sup> Regiment (Officer Education System), Concord, NC <b>Position:</b> Instructor <b>Rank:</b> Major
JAN-MAR 2009	<b>Unit:</b> 1 <sup>ST</sup> of the 155 <sup>TH</sup> Combined Arms Battalion, McComb, MS <b>Position:</b> Administrative Officer and Operations Officer <b>Rank:</b> Major, Active Guard & Reserve

SEP 2007-DEC 2008	<b>Unit:</b> Headquarters, 155 <sup>TH</sup> Heavy Brigade Combat Team, Tupelo, MS <b>Position:</b> Brigade Training Officer, Active Guard & Reserve <b>Rank:</b> Captain
APR 2006-SEP 2007	<b>Unit:</b> Headquarters & Headquarters Company, 1 <sup>ST</sup> of the 98 <sup>TH</sup> Reconnaissance Squadron (Cavalry), Amory, MS <b>Position:</b> Squadron Training Officer, Active Guard & Reserve <b>Rank:</b> Captain
JAN-MAR 2006	<b>Unit:</b> Company C, 1 <sup>ST</sup> of the 155 <sup>TH</sup> Infantry, Biloxi, MS <b>Position:</b> Commander <b>Rank:</b> Captain
DEC 2004-DEC 2005	<b>Unit:</b> Company C, 1 <sup>ST</sup> of the 155 <sup>TH</sup> Infantry (Operational Control under 2 <sup>ND</sup> of the 11 <sup>TH</sup> Cavalry), Northern Babil, Iraq <b>Position:</b> Commander <b>Mobilization:</b> Mobilized in support of OPERATION IRAQI FREEDOM III) <b>Rank:</b> Captain
MAR 2001-NOV 2004	<b>Unit:</b> Company C, 1 <sup>ST</sup> of the 155 <sup>TH</sup> Infantry, Biloxi, MS <b>Position:</b> Commander <b>Rank:</b> Captain, First Lieutenant
SEP 1999-FEB 2001	<b>Unit:</b> Company C, 1 <sup>ST</sup> of the 155 <sup>TH</sup> Infantry, Biloxi, MS <b>Position:</b> Executive Officer <b>Rank:</b> First Lieutenant
SEP 1996-AUG 1999	<b>Unit:</b> 1 <sup>ST</sup> Platoon, Company C, 1 <sup>ST</sup> of the 155 <sup>TH</sup> Infantry, Gloster, MS <b>Position:</b> Platoon Leader <b>Rank:</b> First Lieutenant, Second Lieutenant
MAY 1995-AUG 1996	<b>Unit:</b> Mississippi Military Academy, Officer Candidate School, Camp Shelby, MS <b>Position:</b> Officer Candidate <b>Rank:</b> Staff Sergeant (Pay Grade)
NOV 1994-APR 1995	<b>Unit:</b> Company C, 1 <sup>ST</sup> of the 155 <sup>TH</sup> Infantry, Mendenhall, MS <b>Position:</b> Automatic Rifleman (Squad Automatic Weapon Gunner) <b>Rank:</b> Corporal
JUN 1993-OCT 1994	<b>Unit:</b> Company C, 2 <sup>ND</sup> of the 20 <sup>TH</sup> Special Forces, Camp McCain, MS <b>Position:</b> Special Operations Preparation Course (SOPC) Soldier <b>Rank:</b> Specialist

### **MILITARY EDUCATION**

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|---|-------------|
| • Financial Managers Operations Course (FMOC) | 26 JUL 2024 |
| • Army War College (AWC)                      | 23 JUL 2021 |
| • Support Operations Course (SOC)             | 01 NOV 2019 |
| • Sustainment Learning Assessment (SLA)       | 07 OCT 2019 |
| • Advance Faculty Development (AFD)           | 03 APR 2014 |
| • Advance Operations Course (AOC)             | 10 DEC 2012 |
| • Faculty Development Phase 2 (ILE Workshop)  | 26 FEB 2010 |
| • Faculty Development Phase (FDP1)            | 02 MAR 2010 |
| • Intermediate Level Education (ILE)          | 08 AUG 2008 |

• Cavalry Leader's Course (CLC)	23 MAR 2007
• Combined Arms Exercise (CAX)	21 JAN 2007
• Master Trainer Course (Version 5)	05 OCT 2006
• Training Office Course (PEC)	22 DEC 2006
• Infantry Captains Career Course (ICCC)	18 JUN 2004
• Ranger School (RTAC)	12 OCT 2001
• Infantry Office Basic Course (IOBC)	13 DEC 1996
• Officer Candidate School (OCS)	04 AUG 1996
• Platoon Leader Development Course (PLDC)	04 NOV 1994
• Airborne School	13 MAY 1994
• Infantry One-Station Unit Training Basic/AIT (11C)	15 APR 1994

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### **COMMUNITY ORGANIZATION AND SERVICE**

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- The Orchard Church-Tupelo, Member
- American Legion Post 49
- City of Tupelo, Major Thoroughfare Program Committee, Member
- Community Development Foundation-Chamber of Commerce / Economic Development Foundation, Tupelo, MS, Board Member (2009-2015)
- Veterans of Foreign Wars Post 4057