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Mr. Mark Romero, Chair
Board of Supervisors
University of Louisiana System
627 North 4th Street, Suite 2-203
Baton Rouge, LA 70802

Dear Mr. Romero and Members of the Presidential Search Committee:

I am applying for the Presidency of Louisiana Tech University.

For 7 years I have lived and served in North Louisiana, and from Barksdale Air Force Base I have seen what Louisiana Tech does for this region and for the nation. Its students and researchers solve real problems for Airmen. Its graduates fill the engineering, cyber, and technical jobs along the I-20 corridor. Its research enterprise is within reach of national distinction. I want to help Louisiana Tech get there.

The University enters this transition from strength. Fall 2026 enrollment reached 11,898 students with a record undergraduate class, and Louisiana Tech holds Carnegie R2 status with a stated ambition to reach R1. My priority would be to finish that work: grow research expenditures and doctoral production to the R1 standard and do it in a way that strengthens teaching and student success rather than competing with them.

What I bring

I have served in the United States Air Force since 1992. Today I am the Deputy Commander of Air Force Global Strike Command and Air Forces Strategic–Air, U.S. Strategic Command, helping lead an enterprise of more than 36,000 people responsible for the nation's bomber and ICBM forces. Before that I commanded Eighth Air Force and the Joint-Global Strike Operations Center. As the command's Director of Strategic Plans, Programs and Requirements, I built and defended an $18 billion program and its research and modernization requirements. During that same assignment I served as Deputy Commander of Security Assistance Group–Ukraine, where results depended on aligning agencies, allies, and industry partners that no single leader controlled.

That experience maps to a university presidency more closely than it may first appear. A president's authority is real but shared. Progress comes from clear priorities, earned trust and the patience to build consensus with faculty, students, the UL System, the Legislature, alumni, and employers.

I also know Louisiana Tech as a partner. From Air Force Global Strike Command, I have watched the Louisiana Tech Research Institute, the Global Strike National Security Fellowship, and Tech engineering students deliver work the Air Force puts to use.

My priorities

Reach R1 and sustain it. Compete harder for federal research funding from the Departments of War and Energy, National Science Foundation, National Institutes of Health, the national laboratories, and for state economic-development and workforce investment. Build on Louisiana Tech Research Institute and the National Cyber Research Park so that research in cybersecurity, advanced materials, engineering and health turns into companies, jobs, and sponsored research in Louisiana. Grow the doctoral programs and faculty ranks that R1 status requires.

Put students first. Expand fellowships, co-ops, undergraduate research, and other experiential learning so every Tech graduate leaves having solved real problems. Protect access and affordability for the Louisiana families who make up nearly 90 percent of our enrollment.

Support faculty and shared governance. Faculty set the academic direction. The president's job is to remove obstacles — faster grant administration, modern research infrastructure, competitive compensation — and to make decisions in the open with the Faculty Senate, students, and staff.

Grow the resources that fund the mission. Lead a sustained effort in philanthropy, alumni engagement and industry partnership, and make Louisiana Tech's case clearly in Baton Rouge and Washington.

I am coming to Ruston to listen first. A university is not a military command, and I do not intend to run it like one. What I would bring is a record of leading large, complex institutions through change, a deep commitment to North Louisiana, and the conviction that Louisiana Tech's best years are ahead of it.

North Louisiana has become home to my family. My wife and children have deepened our ties to this community beyond my military service. We care about this region and its future. The opportunity to serve Louisiana Tech would be both professional responsibility and personal commitment.

Thank you for your consideration. I welcome the opportunity to discuss my candidacy with the Committee.

Respectfully,



JASON R. ARMAGOST
Lieutenant General, United States Air Force

LIEUTENANT GENERAL JASON R. ARMAGOST

Candidate for President, Louisiana Tech University
Comprehensive Presidential Search Curriculum Vitae

Executive Profile

Throughout my professional career, I have strived to develop myself as a scholar and a practitioner. My career combines graduate education, published scholarship, Stanford fellowship research, distinguished teaching and mentoring experience, innovation leadership, economic development impact, and executive leadership at the highest levels of government. Over more than three decades of service, I have maintained a consistent commitment to education, intellectual inquiry, leadership development, institutional excellence, and service.

As Deputy Commander of Air Force Global Strike Command and Deputy Commander, Air Forces Strategic-Air, U.S. Strategic Command, I help lead an enterprise of more than 36,000 personnel responsible for strategic deterrence, global strike capability, and some of our nation's most consequential missions. My responsibilities include strategic planning, modernization, organizational leadership, resource stewardship, stakeholder engagement, infrastructure development, and workforce readiness.

My academic journey began at the United States Air Force Academy, where I earned a Bachelor of Science in English. I later completed a Master of Arts in Counseling and Leadership Development at the University of Colorado, Colorado Springs and served as an Air Force Fellow at Stanford University's Center for International Security and Cooperation. These experiences shaped my leadership philosophy, which is grounded in critical thinking, communication, ethics, mentorship, and lifelong learning.

Throughout my career, I have sought to distinguish myself not only as a military leader, but also as a writer, lecturer, mentor, and advocate for innovation. My publications span literature, history, strategy, leadership, and public policy. My intellectual contributions have led to invitations to speak before national audiences and selection as the David L. Jannetta Lecturer on War, Literature, and the Arts.

I have also been privileged to serve as a champion of innovation across Air Force Global Strike Command, helping build pathways between entrepreneurs, universities, researchers, investors, and government organizations. Through these efforts, I have worked to accelerate the adoption of emerging technologies, strengthen partnerships across the innovation ecosystem, and create opportunities for innovators to contribute meaningful solutions to national security challenges.

Presidential Leadership Philosophy

Exceptional universities create opportunities for students while simultaneously driving innovation, workforce development, research growth, economic progress, and civic engagement. I view institutions of higher education as engines of social mobility and regional prosperity.

My leadership philosophy is grounded in servant leadership, accountability, transparency, collaboration, integrity, and empowerment. Throughout my career, I have invested heavily in identifying talent, mentoring future leaders, fostering innovation, and aligning organizations around shared objectives and a common vision.

Successful university presidents must strengthen academic excellence while expanding industry partnerships, philanthropic support, research commercialization, workforce development programs, and community engagement. Louisiana Tech University is uniquely positioned to strengthen its role as a regional and national leader in engineering, science, technology, business, cybersecurity, and applied research. My experience leading large and complex organizations has reinforced the importance of shared governance, strategic planning, measurable outcomes, and the trust and confidence of stakeholders.

Academic Leadership & Student Development

As Air Officer Commanding at the United States Air Force Academy, I was directly responsible for the development of future officers. In that role, I mentored cadets, advised student leaders, oversaw leadership-development programs, and fostered an environment where academic achievement, character development, and military excellence could flourish.

My graduate degree in Counseling and Leadership Development provided a strong foundation in human development, coaching, organizational behavior, and student success. Throughout my career, I have continued to serve as a teacher, mentor, advisor, and lecturer, helping individuals and organizations achieve their highest potential.

My educational experiences at the United States Air Force Academy, the University of Colorado, Colorado Springs, Air Command and Staff College, and Stanford University provided me with a broad understanding of academic institutions, leadership education, and research organizations. These experiences have given me a deep appreciation for the transformative role higher education plays in developing future leaders, advancing knowledge, and strengthening communities. They also provide a strong foundation for leading a modern public research university committed to student success, workforce readiness, innovation, and regional economic growth.

Research, Scholarship & Publications

I have maintained a longstanding commitment to scholarship, intellectual inquiry, and the pursuit of ideas that connect leadership, strategy, national security, and the human experience.

My publications and presentations include: The Western Canon (Harper's Magazine); These Four Archaic Truths and Martial Virtues (Connecticut Review); This Note from Arabia (Connecticut River Review); Strategy and the Prepared Mind (BiblioScholar); the foreword to Planning for Conflict in the Twenty-First Century; contributions to Guide to Nuclear Deterrence in the Age of Great-Power Competition; Affordable Mass: The Need for a Cost-Effective PGM Mix for Great Power Conflict; discussions featured on the Aerospace Advantage Podcast; and delivery of the 2024 David L. Jannetta Lecture.

Collectively, these works reflect a broad range of interests spanning literature, strategy, ethics, leadership, military history, public policy, and national security studies. My scholarship has sought to bridge theory and practice, drawing upon both academic inquiry and operational experience to address complex challenges facing institutions and leaders.

I strive to embody the qualities of a scholar-practitioner, one who not only studies leadership, strategy, and organizational effectiveness, but also applies those lessons in large, complex, and mission-critical organizations. Through writing, research, teaching, and public engagement, I have sought to contribute to the development of leaders, the advancement of strategic thought, and the strengthening of institutions dedicated to service and excellence.

Innovation, Entrepreneurship & Economic Development

As a General Officer, I have sought to become the Air Force's strongest advocate for innovation, entrepreneurial engagement, and technology transition. Throughout my career, I have encouraged collaboration among startups, researchers, venture-backed firms, universities, government agencies, and defense organizations to accelerate the development and deployment of transformational capabilities.

Through my sponsorship and leadership, more than 180 non-traditional defense companies gained access to opportunities that resulted in over $800 million in Air Force contract awards. These efforts helped accelerate the adoption of emerging technologies while creating stronger connections among researchers, entrepreneurs, investors, and operational users working to address critical national security challenges.

I have long believed that innovation flourishes when diverse organizations work together to solve complex problems. By fostering partnerships across government, industry, academia, and the investment community, I sought to reduce barriers to entry, expand opportunities for innovators, and help transition promising technologies from concept to operational impact.

These experiences closely align with many of the objectives pursued by leading research universities, including technology transfer, startup formation, workforce development, research commercialization, and economic-impact generation. I have seen firsthand how innovation ecosystems can drive organizational performance, create new opportunities for students and entrepreneurs, strengthen regional economies, and generate lasting societal value.

SBCC Defense and XSTAR Aviation: Two Company Case Studies

According to the company CEOs of both SBCC Defense and XSTAR Aviation, I played the most significant government role in championing the innovation pathways that ultimately supported the rapid and sustained growth of both companies. These companies are just two, out of many, which illustrate the impact of the collaborative innovation ecosystems that I have strived to create.

SBCC Defense has evolved from a small startup supporting only Air Force Global Strike Command into a nationally recognized government-services and innovation platform delivering advanced capabilities across the Department of War. The company's growth has created significant opportunities for highly skilled engineers, program managers, analysts, and technology professionals, including the hiring of 42 Louisiana Tech graduates into high-paying, mission-critical careers.

XSTAR Aviation represents the type of high-growth aerospace company that drives innovation, workforce development, and economic impact. Through its advanced aviation capabilities and support of national security missions, the company has established itself as a valuable contributor to the aerospace ecosystem. XSTAR has now bought four jet aircraft and is in the process of acquiring a total of 30 or more jet aircraft to further strengthen and expand training opportunities for U.S. Air Force bomber pilots.

Together these two organizations, which I worked with closely, represent the type of public-private collaboration universities increasingly seek to cultivate. Their growth demonstrates how relationships among innovators, government agencies, universities, and investors can generate meaningful economic outcomes.

Workforce Development and Louisiana Tech Outcomes

I have consistently emphasized talent development and workforce readiness throughout my career. I believe one of the most important measures of successful innovation is whether it creates meaningful opportunities for students, graduates, and the workforce of the future.

Organizations I have helped champion have employed approximately fifty Louisiana Tech University graduates, demonstrating a direct connection between higher education, workforce preparation, entrepreneurship, and regional economic development. Seeing talented graduates move from the classroom into high-impact careers reinforces my belief that universities play a vital role in building both individual success and community prosperity.

My leadership philosophy recognizes that universities are most successful when graduates obtain meaningful careers, employers gain access to a highly skilled workforce, and communities benefit from sustained economic growth. Higher education has a unique responsibility to prepare students not only for their first job, but also for lifelong success as leaders, innovators, and engaged citizens.

Throughout my career, I have worked to build partnerships among educational institutions, government organizations, private industry, and entrepreneurial ventures to strengthen workforce pipelines and expand opportunities for emerging talent. I believe that aligning academic programs with workforce needs while preserving academic excellence creates value for students, employers, and society alike.

This workforce-oriented perspective aligns strongly with the mission of Louisiana Tech University and its longstanding commitment to student success, innovation, economic development, and service to the region and state.

University, Industry & Government Partnerships

Throughout my career, I have built productive relationships among universities, research institutions, private industry, nonprofit organizations, investors, and government agencies. These partnerships have accelerated innovation initiatives, expanded research opportunities, promoted technology transfer, and fostered meaningful collaboration across diverse sectors.

I have consistently sought to bring together organizations with complementary strengths, recognizing that the most significant breakthroughs often occur at the intersection of academia, industry, government, and entrepreneurship. By connecting stakeholders around shared goals, I have helped create environments where innovation can flourish and where ideas can transition more rapidly into practical impact.

My experiences have provided me with credibility and working relationships across federal agencies, research organizations, military institutions, elected offices, business communities, philanthropic organizations, and entrepreneurial networks. These relationships were built through years of collaboration, service, and a shared commitment to solving complex challenges and creating opportunities for future generations.

I believe that strong external partnerships are essential to the success of modern research universities. Expanding relationships with government, industry, foundations, and community leaders can strengthen research capabilities, enhance student opportunities, increase philanthropic support, and

elevate institutional visibility and influence. My background in building and sustaining such partnerships would provide a strong foundation for expanding Louisiana Tech University's reach, impact, and reputation at the regional, national, and international levels.

Executive Leadership Experience

- Deputy Commander, Air Force Global Strike Command and Deputy Commander, Air Forces Strategic-Air, U.S. Strategic Command.
- Commander, Eighth Air Force and Joint Global Strike Operations Center.
- Director, Strategic Plans, Programs and Requirements, Air Force Global Strike Command.
- Director of Operations and Communications, Air Force Global Strike Command.
- Commander, 379th Air Expeditionary Wing.
- Deputy Director, Current Operations, U.S. Strategic Command.
- Commander, 5th Bomb Wing.
- Vice Commander, 36th Wing.
- Chief, Nuclear Operations Division, Joint Staff.
- Commander, 13th Bomb Squadron.

Across these positions I led organizations ranging from hundreds to more than 36,000 personnel and managed missions, budgets exceeding $18B, infrastructure, modernization, strategic planning, and stakeholder engagement.

Honors, Awards & Distinctions

- Distinguished Service Medal
- Defense Superior Service Medal
- Legion of Merit
- Defense Meritorious Service Medal
- Meritorious Service Medal; Air Medal
- Aerial Achievement Medal
- Joint Meritorious Unit Award
- Meritorious Unit Award
- Air and Space Force Outstanding Unit Award

Additional distinctions include selection as a Stanford Fellow and invitation as the David L. Jannetta Lecturer on War, Literature, and the Arts. These honors reflect achievement in leadership, scholarship, public service, mentorship, and intellectual contribution.

Presidential Candidacy Statement

Louisiana Tech University seeks a visionary leader capable of advancing research, teaching, workforce development, innovation, economic growth, and student success. I can offer a compelling combination of academic engagement, published scholarship, teaching and mentoring experience, innovation leadership, entrepreneurial advocacy, economic-development impact, and executive management. I have the ability to bridge academia, government, research, technology, entrepreneurship, and workforce development positions, which will prove valuable in leading Louisiana Tech into its next chapter of achievement and impact.