

# GRETA E. CREECH, PH.D.

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Charleston, SC

## EDUCATION

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- Ph.D.** Antioch University, Leadership and Change May 2021  
Dissertation: "Holding on to who they are: Pathways for variations in response to toxic workplace behavior among U.S. intelligence officers"  
Committee: Elizabeth Holloway, Ph.D. (chair), Aqeel Tirmizi, Ph.D., Jan Goldman, Ed.D.
- M.S.** National Intelligence University, Strategic Intelligence June 2010  
Thesis: "Recruiting and hiring high-level critical thinkers for the U.S. intelligence community"  
Thesis nominated for the Military Order of the World Wars Award.  
Advisor: Christopher Marshall
- M.A.** George Washington University, Political Science May 1987  
Non-thesis
- B.A.** College of Charleston, Political Science May 1985  
Honors Thesis: Evaluating the Moral Majority as an extremist group

## TEACHING EXPERIENCE

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- Assistant Professor** 2020-Present  
**The Citadel (Military College of South Carolina)**  
**Intelligence and Security Studies Department**
- INTL 301 – Advanced Analytics (undergraduate): The course purpose is to raise student awareness of meta-cognition, critical thinking, data evaluation, analytic techniques, and their challenges to the U.S. intelligence community
    - Fall 2020, 2021
    - Objectives: To develop students' awareness of cognitive traps, evaluate the quality of information, and conduct effective analysis
    - Mixture of lecture, individual assignments, and team analysis
    - Four sections, 85 students
    - Developed curriculum, conducted all grading, informal student advising.
    - Course taught in traditional, synchronous only, asynchronous online, and in hybrid formats
  - INTL 403 – Special Topics in Intelligence: Russian Active Measures (undergraduate): History, philosophy, and strategic underpinnings of Russian active measures against foreign adversaries

- Spring 2021, 2022
- Objectives: To develop students' understanding of the strategies and methods that Russia uses in its active measures, their analytical challenges, and implications for a free society
- Mixture of lecture, intensive readings, and team analysis
- Four undergraduate sections, 80 students
- Classes conducted in interactive, seminar style
- Developed curriculum, conducted all grading, informal student advising
- Taught in traditional, online (synchronous), and hybrid environments
- INTL 585 – Russian Active Measures (graduate): Master's level course on Russian active measures. History, philosophy, and strategic underpinnings of Russian active measures, implications for U.S. national security and allied partners
  - Fall 2021
  - Objectives: To develop students' understanding of the strategies and methods that Russia uses in its active measures, their analytical challenges, and implications for a free society
  - Mixture of lecture, intensive reading, and interactive discussion dialogue
  - One graduate section
  - 12 students
  - Developed curriculum, conducted all grading, and student advising.
  - Course taught asynchronous online
- INTL 580 – Introduction to Intelligence (graduate): Master's level course intended to introduce students to the purpose, function, and challenges of intelligence. Sub-elements related to intelligence history, culture, challenges, and ethics
  - Spring 2022
  - Objectives: A core course offering intended to offer insight into the organizational makeup of the U.S. Intelligence Community (IC) and its allied partners; the laws, guidelines, and ethics of intelligence collection; current challenges; and future directions for intelligence operations.
  - Mixture of lecture, intensive reading and analysis of intelligence scholarship, discussion dialogues, and analytical papers.
  - Course taught asynchronously online

**Adjunct Professor**  
**Sanford School of Public Policy**  
**Masters in National Security Policy**  
**Duke University**

*2022-Present*

- PUBPOL 874 – Leadership in the National Security Policy Environment: As part of Duke University's new Masters in National Security Policy program, the course explores the complexities of how leadership is defined in the national security environment.
  - Summer 2022 (June-August)
  - Objectives: To enable mid-career professionals in national security to explore their own applicable leadership theories and practices as appropriate to their spheres of influence.

- Case studies, table-top scenarios, lectures, discussions (small & large group), and projects
- One section
- New course – Developed all curriculum, course structure, and deliverables
- Course taught in hybrid format – in-person, synchronous, and asynchronous

## PROFESSIONAL EXPERIENCE – NATIONAL SECURITY

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### National Geospatial-Intelligence Agency

2001 –2013

#### ***Chief of Staff***

Senior Operational Advisor to the Office Director, as well as functional architect for an in-agency start-up incubator to develop cutting-edge technologies serving the nation’s intelligence objectives. Oversaw the development of a multi-million-dollar program plan and successfully secured 100% of the requested funding from senior agency leadership. Conceived and developed Scholar in Residence, Innovation Sabbatical, and Innovation Award programs.

#### ***Executive Officer***

Oversaw business operations for 130-person organization. Revamped business operations for NGA support team embedded within an intelligence partner organization. Conceived and developed an annual resource planning system to map team strengths, gaps, and limitations to facilitate more effective resource allocation against key intelligence questions. Managed all stakeholder requirements from senior agency officials, the White House, and Congressional leadership. Counseled and led a key underperforming employee to become a “lynchpin” of the staff and earn the highest performance scores in her 30-year career.

#### ***GEOINT Analyst***

Led GEOINT research and analysis on the ballistic missile research and design programs for four foreign countries. Was one of the three standard briefers for the House Permanent Select Committee on Intelligence, the Senate Select Committee on Intelligence, and the NGA Director regarding ongoing IC issues. Authored multiple impact and key mitigation white papers for senior agency leadership. Represented the NGA leadership on program assessment efforts led by the Vice President’s National Security Advisor.

### National Aeronautics and Space Administration

1992-2001

#### ***Russia Team Lead***

Managed policy coordination for Russian Federation partnerships in relation to the human space flight (including the International Space Station), planetary, and aeronautic programs. Oversaw Russian partnership support to the Office of the President and Office of the Vice President.

### ***Press Secretary and Travel Director to the Administrator***

Managed media relations, public statements, and events for the agency Administrator. Planned, organized, and oversaw the Administrator's extensive travel schedule. Functioned as traveling press aide and logistical manager.

## **PROFESSIONAL EXPERIENCE - PRIVATE SECTOR**

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### **Tundra Star, LLC**

#### ***Founder***

2019–Present

Coach C-Suite leaders, management teams, and key personnel of U.S.-based start-ups and high-growth businesses in strategic planning, leadership, and systems development to promote innovation.

### **MasterMinds Leadership**

#### ***Vice President of Operations/Vice-President of Organizational Development***

2016–2018

Built organizational structures for start-up C-suite coaching and consulting firm from the ground up. Led the development of business infrastructure that enabled 180%+ revenue growth in two years. Developed, coached, and led internal leadership development and changing of management initiatives.

### **ACA Track, LLC**

#### ***Operations Advisor*** (short-term contract position)

2015–2016

Designed and built operations and governance for a start-up that grew 100 percent in six months. Served as the Strategic Advisor for organizational strategy, recruiting, staffing, and business processes. Led organizational resource review to identify synergies and gaps.

## **PUBLICATIONS**

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### **Published**

Creech, G. E. (2020). "'Real' insider threat: Toxic workplace behavior in the intelligence community." *International Journal of Intelligence and CounterIntelligence*, 33(4), 682–708.

<https://doi.org/10.1080/08850607.2020.1789934>

Creech, G. E. (2022). Misaligned perspectives on diversity and inclusion in the intelligence community. *International Journal of Intelligence and CounterIntelligence*, 0(0), 1–17.

<https://doi.org/10.1080/08850607.2022.2052531>

Creech, G. E. (2022). Relationships, power, and ambiguity: How do U.S. intelligence officer responses to toxicity affect support to the core mission? *Intelligence and National Security*, 1–23.

<https://doi.org/10.1080/02684527.2022.2110653>

## In Development

Creech, G. E. (Working Title). "Uniting the fringe fight: Russian disinformation and the leadership Problem." *Anticipated submission date June 2023.*

Creech, G. E. (Working Title). "Shaping Western expectations on the Near Abroad: The Kremlin's English-language website and white influence - 1999 to 2023." *Anticipated submission date December 2023.*

## RESEARCH

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### Current Focus Areas

- Sociopsychological factors in intelligence operations
- Leadership and power in national security
- Active measures and political warfare
- Ideological extremism

**Dissertation**, Antioch University, Yellow Springs, OH

May 2021

Advisor: Elizabeth Holloway, Ph.D.

- Topic: Sociopsychological underpinnings of response to toxic workplace behavior among U.S. intelligence officers
- The first identified study of toxic workplace behavior in the U.S. intelligence environment
- The first identified study of relational complexities and the impact on the U.S. intelligence environment
- The first theoretical model to represent psychological and action dimensions of responses to TWB
- The first study to link sustaining self-concepts as an element of response to TWB
- The first study to identify relational ambiguity as a construct and an element of response to TWB
- The first study to link response to TWB to fluid personal need

**National Geospatial-Intelligence Agency**, Springfield, VA

2001–2013

- 66 research publications (classified)
- Fields of expertise: Ballistic missile research, design, testing, production, and evaluation
- Discovery and analysis of methods, facilities, and systems

## PROFESSIONAL AFFILIATIONS

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**International Studies Association: 2020-Present**

**International Society for Political Psychology: 2023-Present**

**Women in Intelligence: 2020-Present**

## PROFESSIONAL SERVICE

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**Peer-Reviewer:**

The Journal of Business Ethics  
iScience

**Dissertation Support:**

Dissertation methodological advisor – grounded theory and situational analysis

**Founder:**

The Elizabeth Holloway Grounded Theory/Situational Analysis Scholarship Award (Antioch University)

## PROFESSIONAL HONORS AND AWARDS

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**National Geospatial-Intelligence Agency Program Office Administration Leadership Award**

This award is an agency-level recognition for innovation in program, occupational development, and leadership coaching.

**(Two) Director of National Intelligence Exceptional Performance Award for Countering Denial and Deception**

This research award is an annual recognition by the Office of Director of National Intelligence in honor of analysis related to denial and deception.

**(Two) Director of Central Intelligence Exceptional Performance Award for Countering Denial and Deception**

Similar to the above, this annual research award recognized superior analysis related to adversarial denial and deception.

**Nine additional organizational awards**

## LANGUAGES

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**English:** Native Language

## REFERENCES

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Upon request