Keith H. Horbatuck, Ph.D.

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EDUCATION

2025 - Doctor of Philosophy in Systems & Engineering Management (Spring 2025), Texas Tech University
- Research focus on optimizing infrastructure through comprehensive performance, productivity, and cost analyses
2013 - Master of Science in Electrical Engineering (Spring 2013), University of North Florida
2004 - Bachelor of Science in Computer Engineering (Spring 2004), The College of New Jersey

PROFESSIONAL CERTIFICATIONS

- Lean Six Sigma Black Belt
- Certified Principal Engineer | Certified Test Conductor | EDQR (NFPA/NEC)
- Institute of Electrical and Electronics Engineers (IEEE), Senior Member
- Program Performance Management (PPMU) and Cost account Manager (CAM) Certified

CURRENT RESEARCH INTERESTS

- Management of Technology - Systems & Engineering Management
- Operational Excellence - Continuous Improvement & Process Improvement
- Productivity Management, Optimization, & Performance Analytics
- Quality Management Systems & Audit Effectiveness
- Long-Term Sustainment & Lifecycle Management
- Data-Driven Decision Making & Applied Analytics
- Resource Allocation & Opportunity Cost

HIGHER EDUCATION TEACHING & INSTRUCTIONAL LEADERSHIP

University of Colorado – Denver; Denver, CO – *Instructor*, Aug 2026 to Present
- School of Business, Information Systems - integrating real-world executive experience in technology, operations, data analytics, and business transformation to develop students' practical business and technology acumen.
- Translate 20+ years of Fortune 100 aerospace and defense leadership experience into applied learning focused on technology-enabled decision-making, process improvement, data analytics, and business strategy; mentor emerging business leaders on career development and professional readiness.

East Coast Polytechnic Institute (ECPI) University; Virginia Beach, VA – *Adjunct Faculty*, Dec 2015 to Dec 2017
- Responsible for delivering quality, student-centered, hands-on, active instruction to prepare students for success.
Instruct online courses within Electronics Engineering Technology (EET) Department, focused on various Digital Systems courses and associated Laboratory courses.
- Introduce various industry digital design software tools including Quartus II and SimUAid.
- Repeatedly received high praise and positive Course Evaluation feedback from students.

Embry-Riddle Aeronautical University - Worldwide; Daytona Beach, FL – *Adjunct Instructor*, Jan 2015 to Dec 2020
- Instruct online courses focused on Digital Circuit Design courses and associated Laboratory courses.
- Introduce various industry digital design software tools including SimUAid, LogicAid, and DirectVHDL.
- Repeatedly received high praise and positive Course Evaluation feedback from students and other faculty

College of Coastal Georgia; Brunswick, GA – *Part Time Faculty*, January 2014 to December 2019
- Instruct courses on Computer Science & Information Technology for the School of Business & Public Management.
- Strong knowledge of MS Office (Word, PowerPoint, etc.) Networks, Business Fundamentals, & online interfaces.
- Share technical and project management skills, experiences, and knowledge, from the professional environment.
- Repeatedly received high praise and positive Course Evaluation feedback from students and other faculty.

PUBLICATIONS

- Horbatuck, K.; Cross, J.; Beruvides, M. Examining Water Infrastructure System Efficiency: A Unit-Based Analysis of Total Productivity, Partial Productivity, and Infrastructure Leakage Index in California and Georgia. Systems. 2026, 14(10), 1202; https://doi.org/10.3390/systems14101202.
- Horbatuck, K.; Cross, J.; Beruvides, M. Evaluation of Water Infrastructure System Operation, Partial Productivity, and their Relationship to Water Loss. Water. 2025, 17, 928. https://doi.org/10.3390/w17070928.

- Horbatuck, K.H.; Beruvides, M.G. Water Infrastructure System Leakage Analysis: Evaluation of Factors Impacting System Performance and Opportunity Cost. Water. 2024, 16, 1080. https://doi.org/10.3390/w16081080.
- Horbatuck, K. & Beruvides, M. (2022). System Improvement Opportunities Across Water Infrastructure Management. American Society for Engineering Management (ASEM) - 2022 International Annual Conference.
- Horbatuck, K. & Beruvides, M. (2020). System Improvement Opportunities Across Infrastructure Management. American Society for Engineering Management (ASEM) - 2020 International Annual Conference.
- Burgess, R., Horbatuck, K., & M. Beruvides. (2019). From Mosaic to Systematic Redux: The Conceptual Foundation of Resilience and Its Operational Implications for Water Resource Management. Systems 2019, 7, 32. http://doi:10.3390/systems7030032.
- Horbatuck, K. & Beruvides, M. (2019). Isomorphic Analysis Within Commons Infrastructure Systems for Commonality & Optimization. Institute of Industrial & Systems Engineers (IISE) - 2019 International Conference.
- Horbatuck, K., Burgess, R., & Beruvides, M. (2018). Water Infrastructure Sustainment via Optimization: A Systems Approach. American Society for Engineering Management (ASEM) - 2018 International Annual Conference.
- Burgess, R., Horbatuck, K., & M. Beruvides. (2018). From Mosaic to Systematic: Applying Systems Thinking to Water Resource Management. International Society for the Systems Sciences (ISSS) – 2018 Annual Conference.
- Harris, A., Jones, D., Horbatuck, K. & Sierra, A. (2012). A Novel Wavelength Hopping Passive Optical Network (WH-PON) for Provision of Enhanced Physical Security. Journal of Optical Communications & Networking, 4(3), 289-295.

EXECUTIVE & ENTERPRISE LEADERSHIP EXPERIENCE

Lockheed Martin – Space; Littleton, CO – *Integration, Test, & Delivery Product Director*, Dec. 2025 – Present
- Lead execution of enterprise integration, software development/delivery, test, and transition-to-operations activities supporting multi-billion dollar portfolios across geographically distributed development, production, and customer locations.
- Provide enterprise leadership across company and government facilities, accelerating mission readiness, operational modernization, and deployment of advanced capabilities through cross-functional engineering, operations, and collaboration; drive operational excellence and continuous improvement initiatives and standardization.
- Develop trusted partnerships with U.S. Government customers, executive leadership, suppliers, and cross-business organizations to accelerate decision making, resolve complex issues, and strengthen mission execution.
- Strengthened manufacturing and test processes through waste elimination and customer inspection reductions; establish new program manufacturing quality planning, FAI, design-for-quality processes and drove cost/schedule ECRs

Lockheed Martin – Space; Littleton, CO – *Strategic Quality & Metrology Director*, July 2022 – Dec. 2025
- Led enterprise engineering assurance, operational governance, and mission readiness across Lockheed Martin Space and government facilities, providing strategic leadership for 200+ engineering and quality professionals while overseeing enterprise quality processes, operational risk management, AS9100 certification, and metrology systems.
- Selected as Lockheed Martin's voting representative to AAQG/IAQG and served as Technical Advisor on the AS9150 International Writing Team, influencing aerospace quality standards and global supply chain improvement initiatives.
- Delivered recurring multi-million dollar annual operational savings exceeding through enterprise modernization, strategic standardization, lean transformation, and cross-functional process optimization.
- Built trusted executive relationships with DCMA and government partners, driving enterprise-wide improvements, with zero Level 3 CARs; partnered with HR to launch the Space-wide Culture of Accountability initiative.
- Led enterprise change management initiatives, including implementation of FLEX Leader Standard Work across Space Quality and Operations and modernization of the RCCA process resulting in a 40% reduction in CARs.
- Managed enterprise operating budgets and strategic investments, ensuring financial discipline, resource optimization, business performance, and execution against objectives while supporting executive-level portfolio management.
- Transformed Metrology organization by improving customer responsiveness, reducing enterprise Out-of-Tolerance (OTN) notifications, and expanding internal capabilities that increased work performed across LM through strategic capability development and cross-BA IWTAs.

Lockheed Martin – Space; Littleton, CO – *Supply Chain Quality Engineering Sr. Manager*, May 2021 – July 2022
Led the transformation of the LM Space Supply Chain Quality organization, strengthening supplier performance, cross-functional execution, and enterprise collaboration across Supply Chain, Operations, and Engineering.
Championed digital transformation and operational modernization initiatives, delivering multi-million dollar annual labor savings and over 70% operational efficiency improvements through balanced risk-based inspection.
Represented LM Space Quality on OneLM Operations Acceleration and Corporate Value Stream initiatives, driving enterprise standardization across logistics, procurement and overall continuous improvement activities.

Lockheed Martin – Space; Littleton, CO – *Program Quality Engineering Sr. Manager*, Apr. 2019 – May 2021
- Established and led the Program Quality Engineering organization supporting CPS, LRHW, and NGI, implementing quality management systems that enhanced design maturity, manufacturability, and mission readiness.
- Led lean missile processing operations with U.S. Army, U.S. Navy, and industry partners, delivering multi-million dollars in annual savings through strategic standardization and operational improvements.

- Served on the Hypersonics Executive Steering Committee and led Operations strategy for the i3 Hypersonics portfolio acquisition, supporting LM portfolio growth and enterprise integration.

Lockheed Martin – Rotary & Mission Systems (RMS); Manassas, VA – *Project Eng. Mgr.*, Feb. 2016 – Apr. 2019
- Led Global Sustainment Operations and cross-functional program execution across multiple LM RMS LOBs and COEs, driving lifecycle integration, affordability, and operational excellence for complex defense systems.
- Led operational integration and affordability strategy for the AIR6500 (a multi-billion Australia FMS) pursuit and HELIOS directed energy capture, accelerating transition of advanced technologies into operational environments.
- Restored execution on the $750M Integrated Product Vendor (IPV) program at Tinker AFB (flight ops), contributing to the program's turnaround from Red to Green through enhanced operational planning and stakeholder collaboration; including improved warehouse management, creating a culture of accountability, and driving continuous improvement
- Led continuous improvement initiatives that reduced the Metrology backlog by more than 40% and improved operational efficiency by more than 27%.

Lockheed Martin – Space Systems Company (SSC); Kings Bay, GA – *Engineering Asc. Mgr*, Oct. 2014 – Feb. 2016
- Led multidisciplinary engineering and operations supporting the U.S. Navy Strategic Weapons Facility Atlantic (SWFLANT), overseeing D5/D5LE integration, test operations, and mission readiness.
- Applied Full Spectrum Leadership principles to build high-performing teams, strengthen operational execution, and drive continuous improvement across missile integration, support equipment, and mission-critical processes.

TECHNICAL LEADERSHIP FOUNDATION

Lockheed Martin – SSC; Kings Bay, GA – *Electrical Eng. / Test Eng., Sr. (Team Lead)*, May 2007 - Oct. 2014
- Progressively advanced into technical leadership roles supporting the FBM program, leading systems integration, verification, flight test, facility stand-up, and missile system delivery (DD-250).
- Directed integration activities for the first successful D5 Life Extension (D5LE) flight (DASO-25), delivering hardware ahead of schedule and enabling a critical national security milestone.
- Drove affordability and improvement initiatives enhancing operations, lifecycle support, and mission execution.

Lockheed Martin – MST (formerly MS2); Moorestown, NJ – *Member Engineering Staff*, Sept. 2004 - May 2007
- Developed a strong technical foundation in systems engineering, software safety, and advanced technology integration supporting radar, missile launch, and C2/C4ISR systems.

PROFESSIONAL DEVELOPMENT & RECOGNITION
- Voting Representative – AAQG/IAQG | Technical Advisor – AS9150 International Standard Writing Team
- Keynote Speaker – NDIA Systems & Mission Engineering Conference (2024) | ASQ Executive Forum (2026)
- Conference Speaker – ASEM (2018, 2022), ISSS (2018), IISE (2019), ASQ CQSDI (2022, 2026)
- External Auditor – South Dakota School of Mines & Technology Graduate School (2026)