

**Questionnaire responses provided to
The Senate Committee on Commerce, Science, and Transportation**

On behalf of Robert L. Sumwalt, III

July 18, 2019

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Robert Llewellyn Sumwalt, III

2. Position to which nominated:

Chairman, National Transportation Safety Board

3. Date of Nomination:

July 17, 2019

4. Address (List current place of residence and office addresses):



Office

National Transportation Safety Board
490 L'Enfant Plaza
Washington, DC 20594

5. Date and Place of Birth:

June 30, 1956
Columbia, SC

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Anne Macdonald Sumwalt (spouse)
Sales Associate
Talbots, Inc.
4809 Forest Drive
Columbia, SC 29206

Kaylyn Mackenzie Sumwalt (daughter) Age 25

7. List all college and graduate degrees. Provide year and school attended.

Bachelor of Science, 1979
Business Administration
University of South Carolina

Master of Aeronautical Science, 2014
Aviation/Aerospace Safety Systems and Human Factors in Aviation Systems
Embry-Riddle Aeronautical University

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

National Transportation Safety Board
Incumbent NTSB Board Member (August 2006 to present)
Acting Chairman (March 2017 – August 2017)
Chairman (August 2017 to present)

SCANA Corporation
Manager of Aviation
November 2004 – August 2006
(Managing corporate flight department for a Fortune 500 company)

US Airways
Airline Pilot
February 1981 – November 2004
Assigned to Corporate Safety Department on temporary assignment, 1997
– 2004

Aviation consultant
1991 – 2006

Self employed while working as an airline pilot and aviation department manager.

9. Attach a copy of your resume.

Resume is attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

None

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

None

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Note: None of these organizations restrict membership on the basis of sex, race, color, religion, national origin, age or handicap.

Palmetto Club
2016 – present

Academie de L’Air et de L’Espace
Foreign Associate Member
2014 – Present

Aircraft Owners and Pilots Association
Member
2005 – 2019

Columbia Ball
Member
Approximately 1995 – 2014

Cotillion Ball
Member
Approximately 2003 – 2014

Eastminster Presbyterian Church
Member, 1995 – present

Forest Lake Club
Member
1981 – 2010

International Society of Air Safety Investigators
Member
Approximately 1995 – present

Royal Aeronautical Society
Fellow
2014 – Present

University of South Carolina Alumni Association
Member
Approximately 1980 - present

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a

political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

None

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years.

Henry McMaster for Governor of SC. \$1,000. (2017)

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Highway Safety Hero, Advocates for Highway and Auto Safety, 2019

Honorary Doctorate, Embry-Riddle Aeronautical University, 2018

Joseph T. Nall Safety Award, International Air & Transportation Safety Bar Association, 2018

Honorary Doctor of Science, University of South Carolina, 2017

Cecile S. Hatfield Award for Excellence in Aviation, 2017

Bombardier Safety Standdown Award, 2016

Fellow, Royal Aeronautical Society, 2014

Association of Air Medical Services Public Service Award, 2010

South Carolina Aviation Hall of Fame, 2009

Professional Pilot Magazine Aviation Safety Advocate of the Year, 2009

ALPA Air Safety Award, 2004

Flight Safety Foundation's Laura Taber Barbour Air Safety Award, 2003

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Please see attached

18. List digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

LinkedIn (active): <https://www.linkedin.com/in/robertlsumwalt/>

Twitter (not actively used): <https://twitter.com/smudgedad>

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

May 15, 2019 – Testimony Before Subcommittee on Aviation, Committee on Transportation and Infrastructure, United States House of Representatives. Status of the Boeing 737 MAX, Washington, DC

April 10, 2019 – Testimony Before the Committee on Commerce, Science, and Transportation Subcommittee on Transportation and Safety, United States Senate. Pipeline Safety: Federal Oversight and Stakeholder Perspectives, Washington, DC.

March 27, 2019 – Testimony Before the Committee on Commerce, Science, and Transportation Subcommittee on Aviation and Space on The State of Airline Safety: Federal Oversight of Commercial Aviation, Washington, DC

November 26, 2018 - Testimony Before the Committee on Commerce, Science, and Transportation, United States Senate on Pipeline Safety in the Merrimack Valley: Incident Prevention and Response, Field Hearing in Lawrence, MA

September 13, 2018 - Testimony Before the Subcommittee on Railroads, Pipelines, and Hazardous Material Committee on Transportation & Infrastructure United States House of Representatives on The State of Positive Train Control Implementation in the United States, Washington, DC

February 15, 2018 - Testimony Before the Subcommittee on Railroads, Pipelines, and Hazardous Materials Committee on Transportation & Infrastructure United States House of Representatives on Oversight of Positive Train Control Implementation in the United States, Washington, DC

June 8, 2017 - Testimony before the Committee on Commerce, Science, and Transportation, United States Senate. Confirmation Hearing for consideration to be reappointed as NTSB Board Member, Washington, DC

February 26, 2014 - Testimony before the Subcommittee on Railroads, Pipelines, and Hazardous Materials Committee on Transportation and Infrastructure, United States House of Representatives, Hearing on Oversight of Passenger and Freight Rail Safety, Washington, DC

April 22, 2009 - Testimony Before the Subcommittee on Aviation, Committee on Transportation and Infrastructure, United States House of Representatives, Hearing on the Oversight of Helicopter Medical Services, Washington, DC

February 24, 2009 - Testimony Before the Subcommittee on Aviation, Committee on Transportation and Infrastructure, United States House of Representatives, Hearing on the US Airways Flight 1549 Accident, Washington, DC

February 13, 2008 - Testimony Before the Subcommittee on Aviation, Committee on Transportation and Infrastructure, United States House of Representatives, Hearing on Runway Safety, Washington, DC

May 22, 2007 - Testimony Before Committee on Commerce, Science and Transportation, Subcommittee on Surface Transportation and Merchant Marine, Infrastructure, Safety, and Security, United States Senate, Hearing on Rail Safety Legislation, Washington, DC

January 30, 2007 – Testimony Remarks Before the Subcommittee on Railroads, Pipelines and Hazardous Materials, Committee on Transportation and Infrastructure, United States House of Representatives, on safety of U.S. Railroads. Washington, DC

July 27, 2006 - Testimony before the Committee on Commerce, Science, and Transportation, United States Senate. Confirmation Hearing for consideration to become Member of the National Transportation Safety Board. Washington, DC

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

In establishing the NTSB, Congress charged the agency with investigating transportation accidents and crashes, determining the probable cause, and issuing safety recommendations to prevent future accidents and crashes. As discussed below, I believe my 13-year experience at this agency and the outcomes achieved as the Chairman support my qualification for this position.

Demonstrated Leadership:

I have led the NTSB as Acting Chairman (March 2017 – August 2017) and Chairman (August 2017 – present). I have provided strong leadership to establish a vision, values, and goals for the agency, which helped advance the NTSB's standing from the 9th Best Place to Work in the Federal Government to Number 6 – a position we have retained for the past two consecutive years. I have set a goal for our agency to become the top-rated small federal agency and we are working in pursuit of that goal. Our engagement score is at an all-time high. Through my leadership, the agency is actively taking measures to improve the timeliness of filling personnel vacancies, complete accident investigations in a more timely manner, and continue to strengthen employee engagement. We are actively seeking and implementing ways to allow the agency to be more effective and efficient.

To enhance effectiveness and efficiency, I have provided leadership for these specific processes:

- Addressed unresolved Management Accountability and Controls (MAC) risks to the agency, with special attention on “high risk” items.
- Prioritized eliminating the excessive backlog with Freedom of Information Act responses.
- Directed the successful development of a computerized dashboard to facilitate accident investigation tracking and accountability.
- Initiated a bi-weekly meeting with all modal directors so agency leadership can resolve investigative bottlenecks and keep investigations on schedule.
- Initiated routine meetings with the agency CFO to ensure fiscal responsibility of the agency's annual budget of \$110.4 million of American taxpayers' dollars. These meetings also are to ensure Management Accountability Controls are in place to prevent fraud, waste, or abuse.

A contributing factor to our team effectiveness as an agency is our active leadership in promoting diversity and inclusion. Under my tenure, I appointed the agency's first African American Managing Director, and upon his retirement, the agency's first female Managing Director. I also hired the agency's first female General Counsel, and I promoted the agency's first female African American to lead one of the agency's divisions.

Experience:

In addition to providing agency leadership, my 13 years on the Board has clearly demonstrated my solid record as being a fierce advocate for improving transportation safety and accident investigation processes in all transportation modes. I have been involved with deliberating and determining the probable cause of over 200 transportation accident investigations. I have been Board Member On Scene for 35 transportation accidents, which involved conducting well over 100 media briefings, interfacing with families of victims, and meeting with elected officials. Additionally, while serving as a Member of the NTSB, I have presented over 300 speeches, as well as testified to Congress and State legislatures regarding transportation safety issues.

Why I Wish to Serve:

I believe there is unfinished work that needs to be done – both from the agency leadership perspective, as well improving the safety of our Nation's transportation system. I am honored to have been renominated to continue this work and, if confirmed, pledge to work diligently to ensure the agency functions more efficiently and effectively, as well as continue to serve as a fierce advocate for improving transportation safety through timely, quality accident investigations and the resulting safety recommendations.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

Ensuring the agency is not subjected to adverse publicity or findings is a major responsibility of being Chairman. When I took over as Acting Chairman, I learned there were several outstanding risk items on our Management Accountability and Controls (MAC) program. I charged our management team with developing an action plan – one that required management accountability – for closing-out risks items that were identified by the agency's Senior Management Oversight Council (SMOC). I meet on a regular basis with the agency's CFO to be kept abreast of the agency's financial status. I am holding the CFO accountable for ensuring the agency receives another clean (unmodified) audit opinion with no management letters or significant deficiencies.

I meet on a regular basis with the agency EEODI officer to ensure we are complying with all applicable requirements for equal opportunity, diversity and inclusion. Likewise, I hold regular meetings with the agency General Counsel to ensure we are meeting our legal obligations.

22. What do you believe to be the top three challenges facing the department/agency, and why?

For 2019, together with our Senior Leadership Team, I set the following three priorities for the agency:

- 1) Timeliness of Investigations. Some of our investigations are taking longer to complete than perhaps absolutely necessary. Through the development of the project dashboard, we now meet with the department heads bi-weekly to track progress of investigations. Bottlenecks are identified and resolved. Schedules for completion are established and accountability is in place. We are undertaking a review of our investigative processes to find further efficiency and effectiveness gains. The underlying rule, however, is that the quality of investigations must not suffer. We are not looking to rush completion of reports; we are, however, actively working to improve our processes.
- 2) Hiring. In order to accomplish our Congressional mandate, we need people to perform those duties. The length of time it was taking to fill vacancies had become excessive. We lacked a transparent and accountable method of tracking hiring actions. I appointed a Chief Human Capital Officer to develop a strategy for improving this, and progress is being made.
- 3) Employee Engagement. We want to ensure that we are accomplishing these goals without dramatically affecting work-life balance. Therefore, employee engagement is important to foster a safe, healthy work environment for our employees.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

I am retired from US Airways, for which I served as an airline pilot for approximately 24 years. The retirement/pension to which I should have been entitled is now provided and handled under the auspices of the Pension Benefit Guaranty Corporation, a governmental agency. I began receiving these retirement benefits effective June 30, 2006, and they will continue until my death.

US Airways was acquired by America West in 2005, but the merged airline kept the US Airways name. In 2013, that airline acquired American Airlines and retained the name of American Airlines. Upon consulting with the Office of Government Ethics for my last Ethics Agreement dated May 11, 2017, OGE believed it was no longer necessary to specifically mention US Airways since they are no longer a viable entity due to the merger.

This information is described fully in my Form 278e Public Financial Disclosure Form.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. I agreed to take those actions that are outlined in my ethics agreement letter to the DAEO. These commitments constitute my ethics agreement as identified in the ethics regulations.

I received an honorary degree from Embry-Riddle Aeronautical University in May 2018. For the duration of my holding the position of Chairman, I will not participate personally and substantially in any particular matter involving specific parties in which Embry-Riddle Aeronautical University is a party or represents a party, unless I am first authorized to participate pursuant to 5 C.F.R. § 2635.502(d).

As explained in my ethics agreement, my spouse is employed by Talbots, Inc., from which she receives an hourly salary. For as long as my spouse continues to work for Talbots, Inc., I will not participate personally and substantially in any particular matter involving specific parties in which I know my spouse's employer or any client of my spouse is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Additionally, I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Because my accounts are managed by a brokerage firm, on July 18, 2019, in accordance with my EA, I notified my account manager of the need obtain my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds. He has agreed to comply.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the National Transportation Safety Board's DAEO to identify potential conflicts of interest. I agreed to take those actions that are outlined in my ethics agreement letter to the DAEO. These commitments constitute my ethics agreement as identified in the ethics regulations. I am not aware of any other potential conflicts of interest.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the NTSB's DAEO and that has been provided to this Committee. Pursuant to that agreement:

- I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: my spouse and minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.
- I received an honorary degree from Embry-Riddle Aeronautical University in May 2018. For the duration of my holding the position of Chairman, I will not participate personally and substantially in any particular matter involving specific parties in which Embry-Riddle Aeronautical University is a party or represents a party, unless I am first authorized to participate pursuant to 5 C.F.R. § 2635.502(d).
- My spouse is employed by Talbots, Inc, from which she receives an hourly salary. For as long as my spouse continues to work for Talbots, Inc., I will not participate personally and substantially in any particular matter involving specific parties in which I know my spouse's employer or any client of my spouse is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).
- I have a managed account or otherwise use the services of an investment professional during my appointment. I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.
- If confirmed, I will meet in person with the DAEO during the first week of my confirmation in order to complete the ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with the ethics agreement by notifying the NTSB's DAEO in writing when I have completed the steps described in the ethics agreement.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

None

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group?

No

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

In 1977, I was arrested and charged with reckless driving. It taught me a very good lesson. I acted irresponsibly. However, since that time 42 years ago, I have had a perfectly spotless driving record. Truthfully, I obey all traffic rules. Furthermore, I work hard to advance traffic safety through my work at the NTSB.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

In consultation with the NTSB's General Counsel, the following list of cases identify matters in which I am included in the name of the matter because of my role as Chairman of the agency. None of these matters include allegations of wrongdoing on my part, and I have not been deposed or otherwise participated in any of these matters. As Chairman, I am aware that the agency is involved in litigation, but because I may be the ultimate arbiter on behalf of the agency, I am not familiar with the details of any of these matters.

None of these cases are in a public forum; therefore, only the case number is provided. An Official Use Only key is provided separately.

1. EEOC Appeal No. 0120182487 for EEOC Hearing No. 570-2016-00773X (Agency No. NTSB-2015-02 and NTSB-2017-02) – Matter pending
2. EEOC Appeal No. 0120180038 (Agency Nos. NTSB-2014-01 and NTSB-2015-01) – Final Agency Decision finding no discrimination by the agency; complainant's appeal of that Decision is pending

3. EEOC Appeal No. 120171835 for EEOC Hearing No. 450-2014-00254X (Agency Nos. NTSB-2013-04, NTSB-2013-05) – Final Agency Decision found no discrimination by the agency; Decision upheld on appeal
 4. Agency No. NTSB-2017-01 – Final Agency Decision found no discrimination by the agency; Decision was not appealed
 5. EEOC Appeal No. 20190010137 for EEOC Hearing No. 570-2017-01219X (Agency No. NTSB-2017-03) – Final Agency Decision finding no discrimination by the agency; complainant’s appeal of that Decision is pending
 6. EEOC Hearing No. 570-2017-00760X (Agency No. NTSB 2016-02) – matter settled at minimal cost to the agency
 7. EEOC Hearing No. 570-2017-01208X (Agency No. NTSB-2017-02) – matter pending
 8. EEOC Hearing No. 570-2018-00457X (Agency No. NTSB-2017-07) – matter settled at minimal cost to the agency
 9. Agency No. NTSB-2017-06 - Final Agency Decision found no discrimination by the agency; Decision was not appealed
 10. EEOC Hearing No. 570-2019-00052X (Agency No. NTSB-2018-01) – matter pending
4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

Per question C-2, I was convicted of reckless driving in 1977. It taught me a very important lesson.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

Despite my transgression of reckless driving 42 years ago – one for which I am truly sorry, I have devoted my adult life to trying to improve transportation safety. In March of this year, I was recognized for my advocacy efforts by Advocates for Highway and Auto Safety. As I have for 13 years as an NTSB Board Member, if confirmed, and given the chance, I will continue to work diligently to use my knowledge, skills, and experience to help improve safety in all modes of transportation safety. My work ethic is unsurpassed. Thank you, sincerely, for your consideration.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

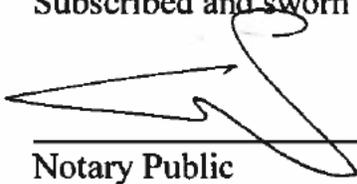
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Robert L. Sumwalt III being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Robert L. Sumwalt III
Signature of Nominee

Subscribed and sworn before me this 22 day of July, 2019.



Notary Public



ERIK R. GROSOP
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires June 14, 2024

Robert L. Sumwalt

Profile: Strong leader and prominent safety executive with a sustained record of leading a Federal agency and advancing domestic and international transportation safety. Worked across a range of roles and responsibilities to decisively lead improvements to safety performance in large, complex, dynamic transportation organizations in both the private and public sectors.

EXPERIENCE AND ACHIEVEMENTS

NATIONAL TRANSPORTATION SAFETY BOARD, WASHINGTON, DC

2006 to Present

Chairman, Acting Chairman, Vice Chairman and Board Member (Presidential appointee)

Appointed by President Donald J. Trump, and unanimously confirmed by the United States Senate, to lead the world's preeminent transportation safety and accident investigation agency. Provided strong leadership to establish a vision, values, and goals for the agency, which helped advance the NTSB's standing to be listed as one of the Best Places to Work in the Federal Government. Drove leadership focus to address unresolved Management Accountability and Controls (MAC) risks to the agency. Led effectively to achieve measurable improvements in employee engagement, which is now at an all-time high. Directed the successful development of a computerized project dashboard which enables management to actively track and manage the ongoing progress of accident investigations to ensure timely completion. Successfully addressed an excessive backlog with Freedom of Information Act responses. Directed fiscal responsibility of an annual budget of \$110.4 million of tax dollars.

Nationally recognized transportation safety advocate and accident investigation authority. Responded as part of NTSB's Go-Team to 35 transportation casualties in all modes of transportation. Conducted well over 100 on-scene media events including live national television and radio network appearances. Provided individual and collective review of over 200 major transportation investigations to determine accident probable cause and subsequent recommendations to prevent recurrence. Presented over 300 speeches to domestic and international audiences. Testified to US Congress on issues involving aviation and surface transportation safety.

SCANA CORPORATION, COLUMBIA, SC

2004 to 2006

Manager of Aviation

Provided strong leadership for operations, personnel, and resources for a Fortune 500 company aviation department, including safety, operations, maintenance, budgeting, and all associated fiduciary matters. Led departmental employees into a cohesive, well-functioning team. Managed disposition, acquisition, and deployment of multi-million dollar aircraft and support assets, including construction planning for a multi-million dollar aviation facility to house company aircraft and personnel. Supervised department personnel, including hiring of departmental employees. Led development of first-ever department strategic plan, flight operations manual, and formulated practices to ensure standardization in critical flight and maintenance practices.

US AIRWAYS, CHARLOTTE, NC

1981 TO 2004

Airline Captain

Experienced airline captain in US domestic and Latin American markets. Served as check airman, instructor pilot and air safety representative. Heavily involved in introducing new jet aircraft into airline service. Over 14,000 flight hours and FAA type ratings in five multi-engine, turbine-powered aircraft.

Air Safety Representative

1986 TO 2004

Served as Chairman of Air Line Pilots Association's (ALPA) Human Factors and Training Group. Engaged in the development and implementation of several airline safety programs. Served on the US Airways Flight Operations Quality Assurance (FOQA) Monitoring Team. Directed the US Airways Line Operations Safety Audit (LOSA). Contributed heavily in procedural development of the USAir Altitude Awareness Program. Co-founded the ALPA Critical Incident Response Program.

NASA AVIATION SAFETY REPORTING SYSTEM (ASRS)

1991 TO 1999

Aviation Safety Research Consultant

Conducted aviation safety research as a consultant to the NASA ASRS. Principal Investigator for three ASRS research initiatives and authored articles for ASRS publications.

UNIVERSITY OF SOUTHERN CALIFORNIA AVIATION SAFETY PROGRAM

2003 TO 2006

Human Factors Instructor

Developed and presented academic curriculum for a one-week course on "Human Factors in Aviation Safety." Taught the course in the classroom on seventeen occasions on the USC campus, as well as for the US Navy, and internationally in Mexico, Trinidad, and Brazil.

PUBLICATIONS

Published over 100 articles and papers in industry magazines and trade journals with a focus on aircraft accident investigation, flight crew procedural issues, human performance, and crew resource management. Coauthored a book profiling aircraft accidents, their cause, and lessons learned. Coauthored book chapters in two books pertaining to Crew Resource Management, and authored book chapters in two books on effective aircraft accident investigation procedures. Authored foreword in book on safety leadership and one on investigating human error.

AWARDS AND RECOGNITION

Advocates for Highway and Auto Safety - Highway Safety Hero, 2019
Honorary Doctorate, Embry-Riddle Aeronautical University, 2018
Joseph T. Nall Safety Award, International Air & Transportation Safety Bar Association, 2018
Honorary Doctor of Science, University of South Carolina, 2017
Cecile S. Hatfield Award for Excellence in Aviation, 2017
Bombardier Safety Standdown Award, 2016
Fellow, Royal Aeronautical Society, 2014
Foreign Associate Member, Academie de L'Air et de L'Espace, 2014
Association of Air Medical Services Public Service Award, 2010
South Carolina Aviation Hall of Fame, 2009
Professional Pilot Magazine Aviation Safety Advocate of the Year, 2009
ALPA Air Safety Award, 2004
Flight Safety Foundation's Laura Taber Barbour Air Safety Award, 2003

EDUCATION

Master of Aeronautical Science (With Distinction)

Aviation/Aerospace Safety Systems and Human Factors in Aviation Systems
Embry-Riddle Aeronautical University, 2014

Bachelor of Science

Business Administration
University of South Carolina, 1979

Blogs, Publications, Speeches and Presentations

Blogs

NTSB Safety Compass Blogs

- March 2011. NTSB Safety Compass Blog. NASA Administrator Bolden Kicks off NTSB Speaker Series
<https://safetycompass.wordpress.com/2011/03/24/nasa-administrator-bolden-kicks-off-ntsb-speaker-series/>
- May 2011. NTSB Safety Compass Blog. Raising Safe Teen Drivers – Talking Parent to Parent
<https://safetycompass.wordpress.com/2011/05/23/raising-safe-teen-drivers-%e2%80%93-talking-parent-to-parent/>
- May 2011. NTSB Safety Compass Blog. Exploring Ways to Improve Truck and Bus Safety
<https://safetycompass.wordpress.com/2011/05/10/exploring-ways-to-improve-truck-and-bus-safety/>
- May 2011. NTSB Safety Compass Blog. Graduated Driver Licensing – We’ve Come a Long Way
<https://safetycompass.wordpress.com/2011/05/09/graduated-driver-licensing-%e2%80%93-we%e2%80%99ve-come-a-long-way/>
- June 2011. NTSB Safety Compass Blog. The Urgent Need for Safer Bus Transportation
<https://safetycompass.wordpress.com/2011/06/01/the-urgent-need-for-safer-bus-transportation/>
- June 2011. NTSB Safety Compass Blog. John Nance’s Insights on Safety and Independence
<https://safetycompass.wordpress.com/category/speaker-series/>
- October 2011. NTSB Safety Compass Blog. Saving Lives: Helping More Teens Drive Safely
<https://safetycompass.wordpress.com/2011/10/21/saving-lives-helping-more-teens-drive-safely/>
- January 2012. NTSB Safety Compass Blog. Looking back 30 years
<https://safetycompass.wordpress.com/2012/01/13/looking-back-30-years/>
- February 2012. NTSB Safety Compass Blog. Looking back, but yet ahead
<https://safetycompass.wordpress.com/2012/02/01/looking-back-but-yet-ahead/>
- February 2012. NTSB Safety Compass Blog. Trending in the Wrong Direction – Teen Deaths in Auto Accidents Increase
<https://safetycompass.wordpress.com/2012/02/22/trending-in-the-wrong-direction-teen-deaths-in-auto-accidents-increase/>
- March 2012. NTSB Safety Compass Blog. Aviation’s Growth Means More Professional Pilots Will Be Needed
<https://safetycompass.wordpress.com/2012/03/13/aviations-growth-means-more-professional-pilots-will-be-needed/>
- July 2012. NTSB Safety Compass Blog. Looking without seeing
<https://safetycompass.wordpress.com/2012/07/19/looking-but-not-seeing/>

- August 2012. . NTSB Safety Compass Blog. The Importance of Communication
<https://safetycompass.wordpress.com/2012/08/31/the-importance-of-communication/>
- October 2012. NTSB Safety Compass Blog. Working Together.
<https://safetycompass.wordpress.com/2012/10/18/working-together/>
- January 2013. NTSB Safety Compass Blog. Saving Thousands of Lives
<https://safetycompass.wordpress.com/2013/01/14/saving-thousands-of-lives/>
- March 2013. NTSB Safety Compass Blog. On Track for Rail Safety
<https://safetycompass.wordpress.com/2013/03/14/on-track-for-rail-safety/>
- April 2013. NTSB Safety Compass Blog. Celebrating the NTSB's 46th Anniversary
<https://safetycompass.wordpress.com/2013/04/04/celebrating-the-ntsbs-46th-anniversary/>
- September 2013. NTSB Safety Compass Blog. Building a Safety Culture
<https://safetycompass.wordpress.com/2013/09/25/building-a-safety-culture/>
- February 2014. NTSB Safety Compass Blog. NTSB Investigative Hearings: A Window into NTSB Accident Investigations <https://safetycompass.wordpress.com/2014/02/19/ntsb-investigative-hearings-a-window-into-ntsb-accident-investigations/>
- Feb 2014. NTSB Safety Compass Blog. Positive Train Control Saves Lives
<https://safetycompass.wordpress.com/2014/02/26/positive-train-control-saves-lives/>
- Feb 2014. NTSB Safety Compass Blog. Distracted driving – debunking the myth
<https://safetycompass.wordpress.com/2014/02/10/distracted-driving-debunking-the-myth/>
- June 2014. NTSB Safety Compass Blog. Safety performance and the financial bottom line
<https://safetycompass.wordpress.com/2014/06/03/safety-performance-and-the-financial-bottom-line/>
- Sept 2014. NTSB Safety Compass Blog. After 25,000 flight hours and 49 years in aviation, a good friend retires. <https://safetycompass.wordpress.com/2014/09/23/after-25000-flight-hours-and-49-years-in-aviation-a-good-friend-retires/>
- February 2015. NTSB Safety Compass Blog. Disconnect from Deadly Distractions
<https://safetycompass.wordpress.com/2015/02/03/disconnect-from-deadly-distractions/>
- March 2015. NTSB Safety Compass Blog. Trains and Trespassing: Ending Tragic Encounters
<https://safetycompass.wordpress.com/2015/03/25/trains-and-trespassing-ending-tragic-encounters/>
- March 2015. NTSB Safety Compass Blog. Enhance Public Helicopter Safety
<https://safetycompass.wordpress.com/2015/03/13/enhance-public-helicopter-safety/>
- April 2015. NTSB Safety Compass Blog. Distractions in Transportation: Roundtable of Experts and Advocates from all Transportation Modes Gather to Discuss Solutions
<https://safetycompass.wordpress.com/2015/04/01/distractions-in-transportation-roundtable-of-experts-and-advocates-from-all-transportation-modes-gather-to-discuss-solutions/>
- April 2015. NTSB Safety Compass Blog. Deadly Addictions
<https://safetycompass.wordpress.com/2015/04/14/deadly-addictions/>

- April 2015. NTSB Safety Compass Blog. Cognitive Distraction and the Hands-Free Device “Myth”
<https://safetycompass.wordpress.com/2015/04/21/cognitive-distraction-and-the-hands-free-device-myth/>
- April 2015. NTSB Safety Compass Blog. Protect Your Business, By Protecting Your Employees
<https://safetycompass.wordpress.com/2015/04/28/protect-your-business-by-protecting-your-employees/>
- June 2015. NTSB Safety Compass Blog. A Beautiful Mind; A Tragic Loss
<https://safetycompass.wordpress.com/2015/06/29/a-beautiful-mind-a-tragic-loss/>
- August 2105. NTSB Safety Compass Blog. Three Minutes Could Save Your Life
<https://safetycompass.wordpress.com/2015/08/19/three-minutes-could-save-your-life/>
- November 2015. NTSB Safety Compass Blog. Primary Enforcement of Seat Belts – A Law we Can’t Live Without
<https://safetycompass.wordpress.com/2015/11/20/primary-enforcement-of-seat-belts-a-law-we-cant-live-without/>
- January 2016. NTSB Safety Compass Blog. More needs to be done to improve Helicopter EMS safety
<https://safetycompass.wordpress.com/2016/01/07/more-needs-to-be-done-to-improve-helicopter-ems-safety/>
- February 2016. NTSB Safety Compass Blog. Rail Tank Car Improvements – Make Them Now
<https://safetycompass.wordpress.com/2016/02/18/rail-tank-car-improvements-make-them-now/>
- February 2016. NTSB Safety Compass Blog. PTC Must Not Go Into Double Overtime
<https://safetycompass.wordpress.com/2016/02/03/ptc-must-not-go-into-double-overtime/>
- April 2016. NTSB Safety Compass Blog. Addressing Dangers on the Roads: This Is No April Fools!
<https://safetycompass.wordpress.com/2016/04/01/addressing-dangers-on-the-roads-this-is-no-april-fools/>
- April 2016. NTSB Safety Compass Blog. What’s Changed About Distracted Driving? We Hope, At Least, You
<https://safetycompass.wordpress.com/2016/04/29/whats-changed-about-distracted-driving-we-hope-at-least-you/>
- May 2016. NTSB Safety Compass Blog. An Apology
<https://safetycompass.wordpress.com/2016/05/06/an-apology/>
- June 2016. NTSB Safety Compass Blog. Weather...or not
<https://safetycompass.wordpress.com/2016/06/20/weatheror-not/>
- June 2016. NTSB Safety Compass Blog. The ‘100 Deadliest Days’: a tragic reality
<https://safetycompass.wordpress.com/2016/06/28/the-100-deadliest-days-a-tragic-reality/>
- July 2016. NTSB Safety Compass Blog. Safely Fueling the Future
<https://safetycompass.wordpress.com/2016/07/11/safely-fueling-the-future/>
- August 2016. NTSB Safety Compass Blog. Roundtable Review – Part 1: The latest on rail tank car safety
<https://safetycompass.wordpress.com/2016/08/01/roundtable-review-part-1-the-latest-on-rail-tank-car-safety/>

- August 2016. NTSB Safety Compass Blog. Reflecting back on 10 years as a Board Member
<https://safetycompass.wordpress.com/2016/08/22/reflecting-back-on-10-years-as-a-board-member/>
- Aug 2016. NTSB Safety Compass Blog. Roundtable Review – Part 2: The latest on rail tank car safety
<https://safetycompass.wordpress.com/2016/08/11/roundtable-review-part-2-the-latest-on-rail-tank-car-safety/>
- Jan 2017. NTSB Safety Compass Blog. Fahrenheit 1,100: Lithium Batteries in Aviation
<https://safetycompass.wordpress.com/2017/01/23/fahrenheit-1100-lithium-batteries-in-aviation/>
- March 2017. NTSB Safety Compass Blog. Act to End Deadly Distractions
<https://safetycompass.wordpress.com/2017/03/13/act-to-end-deadly-distractions/>
- March 2017. NTSB Safety Compass Blog. Women of the NTSB
<https://safetycompass.wordpress.com/2017/03/31/women-of-the-ntsb/>
- April 2017. NTSB Safety Compass Blog. NTSB: 50 Years of Asking Why?
<https://safetycompass.wordpress.com/2017/04/03/ntsb-50-years-of-asking-why/>
- April 2017. NTSB Safety Compass Blog. Act To End Deadly Distractions.
<https://safetycompass.wordpress.com/2017/04/25/act-to-end-deadly-distractions-2/>
- May 2017. NTSB Safety Compass Blog. Act to End Distracted Driving: One Life at a Time
<https://safetycompass.wordpress.com/2017/05/02/act-to-end-distracted-driving-one-life-at-a-time/>
- November 2017. NTSB Safety Compass Blog. Travelers, Put Safety First this Holiday Season
<https://safetycompass.wordpress.com/2017/11/20/travelers-put-safety-first-this-holiday-season/>
- November 2017. NTSB Safety Compass Blog. Disconnect this Thanksgiving
<https://safetycompass.wordpress.com/2017/11/21/disconnect-this-thanksgiving/>
- March 2018. NTSB Safety Compass Blog. Most Wanted List Progress Report: Rail Safety
<https://safetycompass.wordpress.com/2018/03/26/most-wanted-list-progress-report-rail-safety/>
- March 2018. NTSB Safety Compass Blog. Refusing to Take “No” for an Answer
<https://safetycompass.wordpress.com/2018/03/29/refusing-to-take-no-for-an-answer/>
- March 2018. NTSB Safety Compass Blog. Recognizing Important Women Leaders at NTSB—From Yesterday and Today
<https://safetycompass.wordpress.com/2018/03/23/recognizing-important-women-leaders-at-ntsb-from-yesterday-and-today/>
- April 2018. NTSB Safety Compass Blog. Introducing “I Am NTSB”
<https://safetycompass.wordpress.com/2018/04/26/introducing-i-am-ntsb/>
- April 2018. NTSB Safety Compass Blog. Focus on Distracted Driving
<https://safetycompass.wordpress.com/2018/04/02/focus-on-distracted-driving/>

May 2018. NTSB Safety Compass Blog. Roundtable Discussion About Loss of Control in Flight Yields Some Important Ideas <https://safetycompass.wordpress.com/2018/05/14/roundtable-discussion-about-loss-of-control-in-flight-yields-some-important-ideas/>

May 2018. NTSB Safety Compass Blog. The Age of Reason <https://safetycompass.wordpress.com/2018/05/01/the-age-of-reason/>

Aug 2018. NTSB Safety Compass Blog. Two Years and Counting . . . Still no FAA Action <https://safetycompass.wordpress.com/2018/08/27/two-years-and-counting-still-no-faa-action/>

August 2018. NTSB Safety Compass Blog. NTSB Safety Compass Blog. Working for Safety <https://safetycompass.wordpress.com/2018/08/31/working-for-safety/>

August 2018. NTSB Safety Compass Blog. National Aviation Day <https://safetycompass.wordpress.com/2018/08/19/national-aviation-day/>

November 2018. NTSB Safety Compass Blog. Add a Day of Remembrance for a Balanced Holiday Season <https://safetycompass.wordpress.com/2018/11/16/add-a-day-of-remembrance-for-a-balanced-holiday-season/>

Dec 2018 NTSB Safety Compass Blog. Good News . . . At Last! <https://safetycompass.wordpress.com/2018/12/14/good-news-at-last/>

Feb 2019. NTSB Safety Compass Blog. 2019–2020 Most Wanted List <https://safetycompass.wordpress.com/2019/02/06/2019-2020-most-wanted-list/>

March 2019. NTSB Safety Compass Blog. Ethiopia Airlines Flight 302, Annex 13, and the NTSB's International Mission <https://safetycompass.wordpress.com/2019/03/15/ethiopia-airlines-flight-302-annex-13-and-the-ntsbs-international-mission/>

March 2019. NTSB Safety Compass Blog. When it Comes to Safety, Not All Flights are Created Equal <https://safetycompass.wordpress.com/2019/03/22/when-it-comes-to-safety-not-all-flights-are-created-equal/>

NTSB Linkedin "Chairman's Messages"

Chairman's Message # 1: Linkedin <https://www.linkedin.com/feed/update/urn:li:activity:6372133646194786304/>

Chairman's Message # 2: Linkedin <https://www.linkedin.com/feed/update/urn:li:activity:6377219403964043264/>

Chairman's Message # 3: Linkedin <https://www.linkedin.com/feed/update/urn:li:activity:6382233125136723968/>

Chairman's Message # 4: Linkedin <https://www.linkedin.com/feed/update/urn:li:activity:6387294479623221248/>

Chairman's Message # 5: Linkedin <https://www.linkedin.com/feed/update/urn:li:activity:6394966131706253312/>

Chairman's Message # 6: Linkedin <https://www.linkedin.com/feed/update/urn:li:activity:6405069366420914176/>

Chairman's Message # 7: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6399996492131631104/>

Chairman's Message # 8: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6410076171697995776>

Chairman's Message # 9: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6415172256636366848>

Chairman's Message # 10: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6422839751157571584>

Chairman's Message # 11: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6435649937752485888>

Chairman's Message # 12: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6430508785789345792/>

Chairman's Message # 13: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6440565827719741440>

Chairman's Message # 14: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6445596467762642945/>

Chairman's Message # 15: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6453257970246574082/>

Chairman's Message # 16: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6458290307577503744/>

Chairman's Message # 17: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6463403769764855808/>

Chairman's Message # 18: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6468525312652177408/>

Chairman's Message # 19: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6471018309054722048/>

Chairman's Message # 20: LinkedIn
<https://www.linkedin.com/feed/update/urn:li:activity:6478592008456847360/>

Publications

Published Books or Book Chapters

Sumwalt, R., Lemos, K., and McKendrick, R. (2019). The Accident Investigator's Perspective. *Crew Resource Management*, Third Edition. Kanki, B.G, Anca, J. and Chidester, T.R. (Eds), Academic Press (Elsevier): London.

- Sumwalt, R.L. (2017). Foreword in Strauch, B. *Investigating human error* (2nd ed). CRC Press: Boca Raton, FL.
- Sumwalt, R.L. (2016). Foreword, in Schultz, J., Fielkow, B. *Leading people safety: How to win on the business battlefield*. Minneapolis: North Loop Books.
- Sumwalt, R.L. (2015). The role of the NTSB, in Blumen et al. (Eds.) *Principles and Direction of Air Medical Transport, 2nd edition*. Salt Lake City: Air Medical Physician Association.
- Sumwalt, R. L., & Lemos, K. A. (2010). The accident investigators perspective, in Kanki, B., Helmreich, R., & Anca, J. (Eds.) *Crew Resource Management, 2nd Edition*. San Diego: Academic Press.
- Sumwalt, R.L. (2002). Aircraft accident and incident investigation, in *The Standard Handbook for Aeronautical and Astronautical Engineers*. New York: McGraw Hill.
- Walters, J. M., & Sumwalt, R. L. (2000). *Aircraft Accident Analysis: Final Reports*. New York: McGraw Hill.
- Schwab, A., & Sumwalt, R.L. (1990). *The Terminal Checklist Book*. Alexandria, VA: Queensmith Publications.
- Articles, Columns, Publications
- Sumwalt, R.L. (2016). A unique perspective: Moving from the Airbus left seat to the NTSB board seat. *Safety Preflight*. American Airlines flight safety publication. April, 2016.
- Sumwalt, R.L. (2016). Call to action asks air med operators to voluntarily adopt NTSB recommended practices, training and new equipment. *Professional Pilot Magazine*. February, 2016.
- Sumwalt, R.L. (2015). The Gulfstream IV operator had all the appearance of a good operation but the flightcrew lacked cockpit discipline. *Professional Pilot Magazine*. November, 2015.
- Sumwalt, R.L. (2015). The effect of national culture on crew resource management. *Vectors*. Fall issue.
- Sumwalt, R., Cross, D., & Lessard, D. (2015). Examining breakdowns in pilot monitoring of the aircraft flight path. *International Journal of Aviation, Aeronautics, and Aerospace*, 2(3).
- Sumwalt, R.L. (2015). NTSB places public helicopter safety on its 2015 Most Wanted List. *Professional Pilot Magazine*. February 2015.
- Sumwalt, R.L. (2015). Public helicopter safety on NTSB 2015 Most Wanted List. *Rotor*. Winter 2015.
- Sumwalt, R.L. (2015). Challenges remain in public helicopter safety: Crash mistakes and mindsets. *Air Beat*. January/February 2015.
- Sumwalt, R.L. (2014). You, me and NTSB: Setting the record straight. *Professional Pilot Magazine*. February 2015.
- Sumwalt, R.L. (2013). Safety management systems are proving their value in fixed-wing and helo flight ops. *Professional Pilot Magazine*. May 2013.
- Sumwalt, R.L. & Dalton, S.L. (2012). Navigating the course to a true safety culture. *Marine Technology*. April 2013.

- Sumwalt, R.L. (2011, September 27). A message to the HEMS community. Association of Air Medical Services web page.
- Sumwalt, R.L. "NTSB Most Wanted List." *Professional Pilot Magazine*. August, 2011.
- Sumwalt, R. L. "Equipment, Training and Infrastructure – Three Keys to Improving HEMS Safety." *Professional Pilot Magazine*. October, 2010.
- Sumwalt, R. L. "Helicopter EMS: Life-saving Changes Needed for a Life-Saving Industry." Op Ed piece in *The State*. September 26, 2010.
- Sumwalt, R. L. "NTSB Studies Helicopter EMS Safety, Acts to Improve it." *Professional Pilot Magazine*. January 2010.
- Sumwalt, R. L. "Professionalism Means Doing the Right Things – Even When no one is Watching." *Professional Pilot Magazine*. January 2008.
- Sumwalt, R. L. "Do You Have a Safety Culture?" *AeroSafety World*. July 2007.
- Sumwalt, R. L. "Get Habitual Drinking Drivers off South Carolina's Highways." Op Ed piece in *The State*. November, 2006.
- Sumwalt, R. L., & Boyer, R.D., "Applying Operational Risk Management in Corporate Flight Operations." In *Proceedings from the 51st annual Flight Safety Foundation / National Business Aviation Association Corporate Aviation Safety Seminar (CASS)*, May 9 – 11, 2006. Phoenix, AZ.
- Sumwalt, R.L. "Accident Analysis: Failure to Monitor Airspeed Leads to Loss of Control." *Professional Pilot Magazine*. November 2005.
- Sumwalt, R.L., "Enhancing Flight-crew Monitoring Skills Can Increase Corporate Aviation Safety." In *Proceedings from the 49th annual Flight Safety Foundation/National Business Aviation Association Corporate Aviation Safety Seminar (CASS)*, April 27-29, 2004. Tucson, Arizona.
- Walters, J.M., & Sumwalt, R.L. "Accident Analysis: Aspen CFIT Accident." *Professional Pilot Magazine*. October 2003.
- Sumwalt, R.L. "Airplane Upset Recovery Training: A Line Pilot's Perspective." *Flight Safety Digest*. July – August 2003.
- Sumwalt, R.L., Thomas, R.J., & Dismukes, R.K. "The Last Line of Defense Against Aviation Accidents." Viewpoint Editorial in *Aviation Week and Space Technology*. August 25, 2003.
- Sumwalt, R.L. "Cockpit Monitoring." *Professional Pilot Magazine*. August 2003.
- Sumwalt, R.L., & O'Neill, J. "Runway Changes: Managing the Threat." *Safety On Line*. Spring, 2003.
- Sumwalt, R.L., Thomas, R.J., & Romeo, C. "Newly implemented Line Operations Safety Audit produces valuable data for air carrier." *ICAO Journal*. Number 1, 2003. Volume 58.
- Sumwalt, R.L., & Walters, J.M. "Accident Analysis: Missing the Runway Completely." *Professional Pilot Magazine*. January 2003.

- Sumwalt, R.L., "Setting the FCU Improperly Can Lead to an Unauthorized Open Descent." *Safety On Line*. Winter, 2003.
- Sumwalt, R.L., Thomas, R.J., & Dismukes, R.K. "Enhancing Flight-crew Monitoring Skills Can Increase Flight Safety." In *Proceedings from the Joint Meeting of the 55th annual FSF International Air Safety Seminar (IASS), 32th IFA International Conference*. November 4-7, 2002. Dublin, Ireland.
- Sumwalt, R.L., "How to Set Up a LOSA – US Airways Experience." Chapter 4 in *ICAO Line Operations Safety Audit (LOSA) Manual*. ICAO Document 9803 AN/761. First Edition – 2002.
- Sumwalt, R.L. and Walters, J.M. "Accident Analysis: Lear 35A vanishes from radar near LEB." *Professional Pilot Magazine*. June 2002.
- Sumwalt, R.L. , & Thomas, R.J. "Findings from the US Airways Line Operations Safety Audit (LOSA)." *Safety On Line*. Spring 2002.
- Sumwalt, R.L., & Walters, J.M. "Accident Analysis: Falcon 900 overrun. Hyannis, MA, March 17, 2000." *Professional Pilot Magazine*. April 2002.
- Sumwalt, R.L. "Error management gives pilots weapons against taxiway and runway problems." *Professional Pilot Magazine*. January 2002.
- Sumwalt, R.L., & Walters, J.M. "Accident Analysis: Destabilized flare and hard landing lead to disaster." *Professional Pilot Magazine*. November 2001.
- Sumwalt, R.L., & Walters, J.M. "Accident Analysis: Niner Mike is in trouble." *Professional Pilot Magazine*. September 2001.
- Sumwalt, R.L., & Walters, J.M. "Accident Analysis: Failure to monitor level-off at MDA leads to CFIT accident." *Professional Pilot Magazine*. April 2001.
- Sumwalt, R.L., & Walters, J.M. "Accident Analysis: Nothing good comes from an unstabilized approach." *Professional Pilot Magazine*. March 2001.
- Walters, J.M., & Sumwalt, R.L. "Accident Analysis: Revisiting the steps that can lead to disaster," *Professional Pilot Magazine*. December 2000.
- Walters, J.M., & Sumwalt, R.L. "Accident Analysis: On HOU to IAH, First Approach was Bad, Second was Fatal." *Professional Pilot Magazine*. March 2000.
- Sumwalt, R.L., & Thomas, R.J. "Enhancing Safety Through Error Management." In *Proceedings from the Joint Meeting of the 52nd annual FSF International Air Safety Seminar (IASS), 29th IFA International Conference*. November 8-11, 1999. Rio de Janeiro, Brazil.
- Sumwalt, R.L. "Enhancing Flight-crew Monitoring Skills Can Increase Flight Safety." *Flight Safety Digest*. March 1999.
- Sumwalt, R.L. "Enhancing Safety Though Error Management." *US Airways SAFETY ON LINE*. March 1999.
- Sumwalt, R.L. "The Wrong Stuff: Troubled Cockpit Interpersonal Relations Can Affect Safety." *Professional Pilot Magazine*. February 1999.

- Dismukes, K., Young, G., and Sumwalt, R. L. "Cockpit Interruptions and Distractions." *ASRS Directline*. December, 1998.
- Sumwalt, R.L. "Integrating Human Factors into Aircraft Accident Investigations." *ISASI Forum*. June-August 1998. International Society of Air Safety Investigators.
- Sumwalt, R.L. "Closing the Gap on CFIT." *Professional Pilot Magazine*. January 1998.
- Sumwalt, R.L. "Can You Throw Another Log on the Fire: Be Careful What You Say." *US Airways SAFETY ON LINE*. December 1997.
- Sumwalt, R.L., Morrison, R.F, Watson, A. and Taube, E. "What ASRS Data Tell About Inadequate Flight Crew Monitoring." In *Proceedings of the Ninth International Symposium on Aviation Psychology*, Columbus, Ohio. April, 1997. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)
- Sumwalt, R.L. "Avoiding the Fate of Icarus." *Air Line Pilot*. April 1997.
- Sumwalt, R.L. "A Human Performance Evaluation: The Effects of Airport Curfews on Flight Crew Performance." *Air Line Pilot*. March, 1997.
- Sumwalt, R.L. "Finding Fault." *Professional Pilot Magazine*. February 1997.
- Sumwalt, R.L. "Aircraft Malfunctions Require Crew Coordination." *Professional Pilot Magazine*. January 1996.
- Sumwalt, R.L. "Altitude Awareness Programs Can Reduce Altitude Deviations." *Fight Safety Digest*. December, 1995.
- Sumwalt, R.L. "ASRS Incident Data Reveal Details of Flight-crew Performance During Aircraft Malfunctions." *Fight Safety Digest*. October, 1995.
- Sumwalt, R.L. "The Quest for Aviation Safety's Holy Grail: Finding Underlying Causes of Accidents and Incidents, or, If You Really Want to Improve Aviation Safety, You Must First Identify Systemic Problems." In *Proceedings of Workshop on Accident and Incident Human Factors*. FAA, June 1995.
- Mancuso, V., & Sumwalt, R.L. *Human Factors Evaluation: Runway Collision Between TWA Flight 427 and Superior Aviation Cessna 441, STL Airport, November 22, 1994*. Air Line Pilots Association, May 1995.
- Sumwalt, R.L. "Coping with Tiredness - Fatigue Part 2." *Professional Pilot Magazine*. May 1995.
- Sumwalt, R.L. "Flying Alert - Fatigue, Part 1." *Professional Pilot Magazine*. April 1995.
- Sumwalt, R.L., & Watson, A. "What ASRS Incident Data Tell About Flight Crew Performance During Aircraft Malfunctions." In *Proceedings of the Eighth International Symposium on Aviation Psychology*, Columbus, Ohio. April, 1995.) (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)
- Sumwalt, R.L., & Cox, J.M. "Aircraft Incident Report. Controlled Flight Into Terrain: American West Flight 754, DFW Airport, December 8, 1993." Air Line Pilots Association. September 1994.

Sumwalt, R.L. "Accident and Incident Reports Show Importance of 'Sterile Cockpit' Compliance," *Flight Safety Digest*. July 1994.

Sumwalt, R.L. "Crew Resource Management for All Operators." *ASRS Callback*. July 1994. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)

Sumwalt, R.L. "There's No Such Thing as a Little Ice." *Professional Pilot Magazine*. January 1994.

Sumwalt, R.L. "Watch Your Altitude." *ASRS Callback*. December 1993. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)

Sumwalt, R.L. "Incident Reports Highlight Problems Involving Air Carrier Ground Deicing/Anti-icing." *Flight Safety Foundation Airport Operations*. September/ October 1993.

Sumwalt, R.L. "The Sterile Cockpit." *ASRS Directline*. June 1993. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)

Sumwalt, R.L. "Aircraft Ground Deicing Problems: Recommendations from Analysis of ASRS Incident Data." In *Proceedings of SAE Aircraft Ground Deicing Conference*, Salt Lake City, Utah, June 1993.

Sumwalt, R.L. "ASRS Problems Involving Air Carrier Ground Deicing/Anti-icing." In *Proceedings of the Seventh International Symposium on Aviation Psychology*, Columbus, Ohio. April, 1993. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)

Sumwalt, R.L. "Ground Deicing Problems in Air Carrier Operations." *ASRS Callback*. February 1993. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)

Sumwalt, R.L. "Rejected Take-off Considerations for Fokker 100 and F28." *Fokker Aircraft Wingtips*. December 1992.

Sumwalt, R.L. "Preventing Pilot-caused Runway Incursions." *Professional Pilot Magazine*. December, 1992.

Sumwalt, R.L. "Accident Investigation School Teaches How to Find Probable Cause." An inside look at the NTSB's accident investigation school. *Professional Pilot Magazine*. October, 1992.

Sumwalt, R.L. "Leadership on the Flightdeck Reflects Training." *Professional Pilot Magazine*. June 1992.

Sumwalt, R.L. "Taxi!" *ASRS Directline*. Summer 1992. (This paper prepared under subcontract for NASA's Aviation Safety Reporting System.)

Sumwalt, R.L. "NTSB's John Lauber Digs for Probable Cause." *Professional Pilot Magazine*. January 1992.

Sumwalt, R.L. "Weather or Not to Go." *Professional Pilot Magazine*. January 1992.

Sumwalt, R.L. "Be Prepared to Abort: Rejected Takeoffs, Part Two." *Professional Pilot Magazine*. December 1991.

Sumwalt, R.L. "Rejected Takeoffs, Part One." *Professional Pilot Magazine*. November 1991.

Sumwalt, R.L. "The Importance of Proper Aviation Weather Dissemination to Pilots: An Airline Captain's Perspective." In *Proceedings of the Fourth International Symposium on Aviation Weather Systems*, Paris, France. June 1991.

Sumwalt, R.L. "Eliminating Pilot-Caused Altitude Deviations: A Human Factors Approach." In *Proceedings of the Sixth International Symposium on Aviation Psychology*, Columbus, OH. May 1991.

Sumwalt, R.L. "Checking the Checklist," *Professional Pilot Magazine*. March 1991.

Sumwalt, R.L. "Altitude Callouts: Who, When and Why." *Airwaves*. February 1991.

Sumwalt, R.L. "Flightcrew Interactions," *Professional Pilot Magazine*. November 1990.

Sumwalt, R.L. "Altitude Awareness," *Professional Pilot Magazine*. September 1990.

Sumwalt, R.L. "Gulfstream 4 Phase 2 Flightcheck," *Professional Pilot Magazine*. February 1990.

Sumwalt, R.L. "Piaggio P180 Avanti Flightcheck," *Professional Pilot Magazine*. July 1989.

Sumwalt, R.L. "Slippery When Wet," *Professional Pilot Magazine*. March 1989.

Sumwalt, R.L. "Stop! More Efficiently," *Professional Pilot Magazine*. September 1988.

Sumwalt, R.L. "The Cat's Eye (FLIR Technology to Enhance Instrument Landings)," *Professional Pilot Magazine*. September 1988.

Sumwalt, R.L. "Fokker 50 Flightcheck," *Professional Pilot Magazine*. August 1988.

Sumwalt, R.L. "Advanced Avionics: The New Generation," *Professional Pilot Magazine*. May 1988.

Sumwalt, R.L. "Fokker 100 Flightcheck," *Professional Pilot Magazine*. March 1988.

Sumwalt, R.L. "Cockpit Resource Management," *Professional Pilot Magazine*. December 1987.

Sumwalt, R.L. "Category 3 Operations," *Piedmont Airlines B737 Flight Crew Training Manual*. September 1987.

Sumwalt, R.L. "TCAS Growing Pains," *Professional Pilot Magazine*. April 1987.

Sumwalt, R.L. "Improving Stopping Efficiency," *Piedmont Airlines Operations Update*. December 1986.

Sumwalt, R.L. "Improving Pilot Interpretation of Airborne Weather Radar," *Professional Pilot Magazine*. June 1986.

Sumwalt, R.L. "F28 Flightcheck," *Professional Pilot Magazine*. March 1986.

Sumwalt, R.L. "Low Visibility Operations," *Professional Pilot Magazine*. February, 1986.

Sumwalt, R.L. "Deadly Persuader: Low Altitude Windshear," *Professional Pilot Magazine*. October, 1985.

Sumwalt, R.L. "Fuel Management Guide for Pilots," *Piedmont Airlines Route Manual*. August 1985.

Sumwalt, R.L. "Flying By the Book," *Professional Pilot Magazine*. May 1985.

Sumwalt, R.L. "Descent Techniques for Fuel Efficiency," *Piedmont Airlines Operations Update*. Piedmont Airlines. March 1985.

Sumwalt, R.L. "Fuel Conservation," *Piedmont Airlines Operations Update*. December, 1984.

Speeches and Presentations

July 10, 2019 – Investigating Fatigue in Transportation: A Board Member's Perspective - presentation to NTSB's Investigating Human Fatigue Factors Course, Ashburn, VA

May 8, 2019 – Keynote address to International Symposium on Aviation Psychology, Dayton, OH

May 3, 2019 – Presentation to American Harbor and Docking Pilots Association, Savannah, GA.

April 30, 2019 – Presentation to Air Transport International Instructors and Check Airmen, Cincinnati, OH

April 5, 2019 – Luncheon Speech to the Aero Club of Washington, Washington, DC

April 2, 2019 – Presentation to Customs and Border Protection Air & Marine Operations Safety Recurrent Training Program, Dallas, TX

February 28, 2019 – Presentation to the Royal Aeronautical Society Conference on the Risk of Lithium Batteries in Aviation, London, England

February 19, 2019 – Presentation to American Academy of Forensic Sciences Workshop on Impairment in Transportation, Baltimore, MD

February 17, 2019 – Most Wanted List Remarks, Washington, DC

December 17, 2018 – Presentation to the Columbia Rotary Club, Columbia, SC

November 29, 2018 – Keynote address at the 2018 APTA Mid-year Safety Seminar. Washington, DC

October 25, 2018 – The Accident – Now What? Managing the Aftermath through Effective Crisis Communications, Ashburn, VA

October 25, 2018 – Presentation to the AOPL-API Leadership Meeting, Washington, DC

October 18, 2018 – Presentation to Auburn University Aviation Students, Auburn, AL

October 2, 2018 – Keynote remarks to American Pilots Association Biennial Convention, Savannah, GA.

September 22, 2018 – Dinner speech for FlightSafety International's "Best of the Best" Celebration

July 20, 2018 – Presentation to the Lawyer-Pilots Bar Association Summer 2018 Meeting, South Lake Tahoe, CA

June 28, 2018 – Presentation to the Road to Zero Coalition, Washington, DC

June 14, 2018 – Presentation to Academie de l'Air ed de L'Espace, Bretigny, France

June 13, 2018 – Presentation to Section 3 of Academie de l'Air ed de L'Espace, Paris, France

May 12, 2018 – Opening Remarks to Americas Marine Accident Investigators' Forum Eighth Annual Meeting, NTSB Training Center, Ashburn VA

May 31, 2018 – “Trained for Life: Human-Centered Approach to Safety” presentation at ALPA’s Human Factors Conference, Washington, DC

May 30, 2018 – Presentation to the Accident Investigation Orientation for Rail Professionals, NTSB Training Center, Ashburn, VA

May 5, 2018 – Commencement Address to Embry-Riddle Prescott Campus, Prescott, AZ

May 3, 2018 – Presentation to International Society of Air Safety Investigators Mid Atlantic Regional Chapter, Herndon, VA

April 5, 2018 – Presentation to the SMU Air Law Symposium, Dallas, TX

March 19, 2018 – Keynote Address to Boeing’s Flight Operations Symposium, Seattle, WA

February 7, 2018 – Presentation to the Aviation Symposium, McLean, VA

January 31, 2018 – Presentation to the NBAA Safety Committee, NTSB Training Center, Ashburn, VA

January 10, 2018 – Presentation to Airbus Mobile, Airbus Engineering Center, Mobile, AL

December 7, 2017 – “Lessons from the Ashes: Improving International Aviation Safety through Accident Investigations” 14th Annual Assad Kotaite Lecture Montreal Branch of the Royal Aeronautical Society, Montreal, Quebec

November 2, 2017 – Presentation to the Bombardier Safety Standdown, Wichita, KS

October 28, 2017 – Remarks to the General Aviation Manufacturers Association (GAMA) Fall Board of Directors Meeting, Palm Beach, FL

October 26, 2017 – Presentation at the Managing Communications During an Aircraft Accident or Incident Course, NTSB Training Center, Ashburn, VA

October 24, 2017 – Presentation to the FTA Joint State Safety Oversight and Rail Transit Agency Workshop, Arlington, VA

October 13, 2017 – Presentation to the National Road to Zero Coalition, Washington, DC

October 12, 2017 – Investigating Fatigue in Transportation Accidents: A Board Member’s Perspective - presentation at the Investigating Human Fatigue Factors Course, Ashburn, VA

October 10, 2017 – Opening Remarks to National Business Aviation Association (NBAA) Business Aviation Convention & Exhibition, Las Vegas, NV

August 22, 2017 – Keynote Speech: “Investigations: Do They Make a Difference?” to the International Society of Air Safety Investigators, San Diego, CA

June 10, 2017 – Presentation to APTA Rail Safety Committee and TRB Rail Operational Safety Committee, Baltimore, MD

May 24, 2017 – Remarks to Air Line Pilots Association, International Pilots Assistance Forum, Chantilly, VA

May 17, 2017 – Presentation at the Accident Investigation Orientation for Rail Professionals, NTSB Training Center, Ashburn, VA

May 9, 2017 – Presentation to the NorCal Business Aviation Association – Meeting your customers' safety expectations. Mountain View, CA

April 25, 2017 – Board Meeting Opening and Closing Statements: Aircraft Accident Report—Collision with Terrain, Promech Air, Inc., de Havilland DHC-3, N270PA, Ketchikan, Alaska, June 25, 2015

March 31, 2017 – Presentation on Leadership to the American Studies Program, Washington, DC

March 7, 2017 – Presentation to the Air Charter Safety Foundation, NTSB Training Center, Ashburn, VA

February 14, 2017 – Presentation to the Wichita Aero Club, Wichita, KS

January 24, 2017 – Presentation to the NBAA Safety Committee Annual Risk Assessment Meeting, Fort Lauderdale, FL

January 12, 2017 – Presentation on the critical importance of flight path monitoring at Atlas Air WW, Miami, FL

December 12, 2016 – Presentation to the FAA Chief Counsel's December All Hands meeting, Washington, DC

December 9, 2016 Opening and Closing Statements – NTSB Investigative Hearing: Accident Involving Heart of Texas Balloons near Lockhart, TX. Hearing conducted in Washington, DC

December 1, 2016 – Presentation at the NTSB Training Center's "Investigating Human Fatigue Factors" course, NTSB Training Center, Ashburn, VA

November 14, 2016 – Speech to students in the American Studies Program, Washington, DC

November 9, 2016 – Presentation to Middle Tennessee State University, Murfreesboro, TN

October 31, 2016 – Presentation to National Business Aviation Association Emergency Response Seminar, Orlando, FL

October 27, 2016 – Presentation to the Railway Tie Association's Annual Symposium and Technical Conference. Bonita Springs, Florida

October 19, 2016 – Presentation to the AQP Working Group conference, Dallas, TX

October 17, 2016 – Dinner speech for FlightSafety International's "Best of the Best" celebration, Grapevine, TX

October 14, 2016 – Presentation at the University of North Texas' Aviation Logistics Program, Denton, TX

October 12, 2016 – Web presentation to the Kent State Student Chapter of American Association of Airport Executives (AAAE): Improving Safety Through Accident Investigation.

October 6, 2016 – Keynote speech on professionalism at the 2016 Mid-Atlantic Safety Standdown in New Castle, Delaware.

September 29, 2016 – Presentation to Bombardier Safety Standdown: “Ten Years of Learning with The NTSB” in Wichita, Kansas.

September 27, 2016 – “Your company plane just crashed: Are you prepared to deal with the NTSB?” Workshop presentation at the Bombardier Safety Standdown, Wichita, Kansas.

September 22, 2016 – Presentation to the Safety Leadership Symposium & Workshop, Houston, Texas.

September 9, 2016 – Presentation to Boeing North Charleston Employees about making safety a core value.

September 1, 2016 – Presentation to North Texas Business Aviation Safety Show Down.

August 18, 2016 – “Improving Safety Through Accident Investigation” presentation to the Atlanta Aero Club, Atlanta, Georgia.

July 23, 2016 – Presentation at Jack Henry Safety Day 2016 in Monett, Missouri: “Are your customers getting what they expect?”

July 23, 2016 – Presentation at Jack Henry Safety Day 2016 in Monett, Missouri: “Case studies of two aircraft accidents.”

July 13, 2016 – Roundtable discussion: “A Dialogue on What’s Next in Rail Tank Car Safety.”

June 28, 2016 – Presentation to Westchester Aviation Association’s annual safety standdown.

June 21, 2016 – NTSB Forum: “PIREPs: Pay it Forward...Because Weather for One is Weather for None.”

June 8, 2016 – Safety Leadership: Presentation to the International Association of Missionary Aviation.

June 2, 2016 – Speech to the Academie de l’Air et d’Espace on aircraft automation. Toulouse, France.

May 10, 2016 – Commencement address to the Embry-Riddle Aeronautical University commencement, Daytona Beach, Florida.

May 6, 2016 – Crisis communications presentation to the Flight Safety Foundation’s Business Aviation Safety Summit.

April 29, 2016 – Presentation to the International Air and Transportation Safety Bar Association’s Spring Conference, Washington, DC.

April 28, 2016 – Presentation to the Twin Cessna Flyers organization at the annual convention in Charleston, South Carolina.

April 27, 2016 – Presentation to the Carolinas Aviation Professionals Association’s Regional Safety Seminar in Charlotte, North Carolina.

April 22, 2016 – Presentation at Vaughn College in New York, New York.

April 14, 2016 – Presentation at NTSB Training Course for Junta de Investigacion de Accidentes de Aviacion Civil (JIAAC), Buenos Aires, Argentina.

April 6, 2016 – Webinar on distractions in transportation, with National Safety Council.

March 30, 2016 – Presentation to JetBlue instructor pilots on the importance of standardization.

March 11, 2016 – Presentation to Hardwood Manufacturers Association National Conference about creating a positive safety culture, Fort Worth, Texas.

March 8, 2016 – Presentation to employees of Koppers Inc., about creating a future of safety.

February 26, 2016 – Presentation on the SpaceShip Two investigation to the American Bar Association’s Forum on Air and Space Law, Washington, DC.

February 3, 2016 – Presentation on Crisis Communications at the Airline Symposium, McLean, Virginia.

January 22, 2016 – Presentation to Embry-Riddle Aviation Law & Insurance Symposium in Orlando, Florida.

January 19, 2016 – Interview on CBS Baltimore “Baltimore Barristers” with Alex Bush.

January 16, 2016 – Presentation on a case study of the Bedford, Massachusetts G-IV crash at A3IR Conference in Arizona.

January 16, 2016 – Presentation about ways to improve aviation emergency response at A3IR Conference in Arizona.

January 11, 2016 – Presentation to TRB Task Force on Transit Safety.

January 7, 2016 – Presentation to the University Aviation Association.

November 11, 2015 – Webinar presentation: “Improving Safety Through Accident Investigation” at ERAU Worldwide.

November 2, 2015 – Presentation on crisis communications to Flight Safety Foundation International Air Safety Summit in Miami, FL

October 20, 2015 – Presentation to JetBlue Executive Leadership in New York City

October 13, 2015 – Presentation to the Patriot Rail’s Leadership Workshop in Jacksonville, FL

October 8, 2015 – Workshop on Safety Culture, at the Bombardier Safety Standdown, Wichita, KS

October 7, 2015 – Presentation to the Bombardier Safety Standdown, Wichita, KS

September 29, 2015 – Investigating Fatigue in Transportation Accidents: A Board Member’s Perspective, NTSB Training Center, Ashburn, VA

September 14, 2015 – Presentation to Michigan State University Railway Management Program, Washington, DC

September 10, 2015— Luncheon Speech, Short Line Safety Institute Forum, Washington, DC

August 26, 2015 — Presentation to SC Aerospace Conference, Columbia, SC

July 30, 2015 – Keynote Address at the Flight Safety Foundation 3rd Annual Dinner, Washington, DC

July 22, 2015 – Remarks at the Air Line Pilots Association, International (ALPA) “Keep America Flying: A Flight Plan for Safe and Fair Skies” Safety Forum, Washington, DC

June 17, 2015 – Presentation to American Express Safety Standdown, Newburgh, NY

May 20, 2015 – Presentation to Sky Regional Airlines, Toronto, Canada

May 12, 2015 – Presentation to Northeast Aviation Safety Roundtable at the Flight Safety Foundation’s Business Aviation Safety Summit in Weston, FL

May 6, 2015 – Speech to Stanford University engineering on organizational accidents & risk management, Stanford, CA

May 2, 2015 – Commencement Address to the Embry-Riddle Aeronautical University Worldwide Campus, Daytona Beach, FL

April 24, 2015 – Presentation at the College of Aeronautics at Vaughn College, New York, NY

April 23, 2015 – Presentation to Chicago Area Business Aviation Association, Glenview, IL

April 21, 2015 – Keynote Speech at the FAA International Rotorcraft Safety Conference, Hurst, TX

March 31, 2015 – Roundtable: Disconnect from Deadly Distractions - Opening Statement

March 23, 2015 – Presentation to NBAA International Operators Conference, San Antonio, TX

March 18, 2015 – Presentation to the Aviation Law Enforcement Association (ALEA) Midwest Regional Safety Seminar in Chicago, IL

March 10, 2015 – Presentation to Air Charter Safety Foundation at NTSB Training Center, Ashburn, VA

February 13, 2015 – Speech to Columbia, SC Rotary Club

January 30, 2015 – Panel Discussion of New Realities in International Aviation, Orlando, FL

January 16, 2015 – Keynote address to the Aviation, Aeronautics, Aerospace International Research (A3IR) Conference, Phoenix, AZ

January 16, 2015 – Presentation to the Aviation, Aeronautics, Aerospace International Research (A3IR) Conference on breakdowns in flight path monitoring & flight path deviations, Phoenix, AZ

January 14, 2015 – Presentation to students visiting from Southern Illinois University, Washington, DC

October 20, 2014 – Presentation to National Business Aviation Association's Emergency Response Planning Workshop, Orlando, FL

October 16, 2014 – Keynote Speaker at LifeFlight Eagle Safety Symposium, Kansas City, MO

October 9, 2014 – Presentation to Bombardier Safety Standdown, Wichita, KS

October 8, 2014 – Presentation to United Airlines Leadership Safety Summit, Denver, CO

September 25, 2014 – Presentation to the Bristow Group operations leadership team at the NTSB Training Center, Ashburn, VA

September 15, 2014 – Presentation to the 2nd Annual VA Distracted Driving Summit, Richmond, VA

September 5, 2014 – Presentation to the Cincinnati Business Aviation Symposium, Cincinnati, OH

August 11, 2014 – Controlled Flight Into Terrain (CFIT) The problem that never went away. Presentation to Bombardier Safety Standdown, Sao Paulo, Brazil

July 27, 2014 – The Crash of Asiana Flight 214. Presentation to Aviation Section of American Association of Justice, Baltimore, MD

July 24, 2014 – Presentation to the Lawyer Pilot Bar Association in Albuquerque, NM

June 6, 2014 – Presentation The NTSB's Approach to Accident Investigation to the Junta de Investigación de Accidentes de Aviación Civil, Buenos Aires, Argentina

May 29, 2014 – Presentation on the critical role of safety leadership, Houston's Transportation Safety Day, Houston, TX

May 29, 2014 – Presentation on the Anatomy of an NTSB Investigation, Houston's Transportation Safety Day, Houston, TX

May 21, 2014 – Accident Investigation Orientation for Rail Professionals, NTSB Training Center, Ashburn, VA

May 12, 2014 – Luncheon speech at Annual Meeting of Aerospace Medical Association, San Diego, CA

May 2, 2014 – Speech at the 261st Anniversary of the Winyah Indigo Society, Georgetown, SC

April 30, 2014 – Presentation to Duke Energy Aviation Safety Seminar, Charlotte, NC

April 17, 2014 – Presentation to the 59th annual Business Aviation Safety Summit in San Diego, CA

April 2, 2014 – The impact of hands-free cell phone use, presentation at National Safety Council webinar on distraction

March 18, 2014 – Presentation to the Regional Airlines Association Symposium in Orlando, Florida

March 5, 2014 – Presentation to the Air Charter Safety Foundation at the NTSB Training Center, Ashburn, VA

February 27, 2014 – Keynote to the International Helicopter Safety Symposium banquet, Anaheim, CA

February 27, 2014 – Keynote to the International Helicopter Safety Symposium banquet, Anaheim, CA

February 8, 2014 – Presentation to Inspection Authorization Renewal Seminar, Hickory, NC

February 4, 2014 – Presentation on aviation professionalism to the Aviation Institute at the University of Nebraska, Omaha, NE

February 4, 2014 – Presentation to Nebraska Business Aviation Association, Omaha, NE

January 18, 2014 – Presentation to FAA Wings Seminar, Phoenix, AZ

January 17, 2014 – Keynote presentation to Aerospace International Research (A3IR) Conference, Phoenix, AZ

January 14, 2014 – Presentation to Southeastern Aviation Safety Roundtable on Enhancing Crew Monitoring and Cross-checking, Huntersville, NC

January 12, 2014 – TRB Human Factors Luncheon Speaker, Washington, DC

January 10, 2014 – Presentation to the University Aviation Association, Washington, DC

December 6, 2013 – Presentation on safety culture at Embry-Riddle President's Safety Education Day, Daytona Beach, FL

December 5, 2013 – Presentation to the Embry Riddle student chapter of ISASI about the mission of the NTSB, Daytona Beach, FL

November 14, 2013 – ALTA Airlines Leaders Forum in Cancun, Mexico

November 11, 2013 – Presentation to the Patriot Rail Leadership Conference in Jacksonville, FL

October 31, 2013 – Presentation at the Flight Safety Foundation International Air Safety Summit in Washington, DC

September 27, 2013 – Presentation on creating a healthy safety culture to Embry-Riddle Aeronautical University's Prescott campus, Prescott, AZ

September 16, 2013 – Presentation on Standard Operating Procedures to Southern California Aviation Association

September 16, 2013 – Presentation on Working with the NTSB to Southern California Aviation Association

August 8, 2013 – Presentation to International Business Class, Wichita State University

August 7, 2013 – Presentation to the Wichita Aero Club, Wichita, KS

July 17, 2013 – Presentation to the ALPA 59th Air Safety Forum, Washington, DC

June 25, 2013 – Keynote address to Fourth Pan American Safety Summit, San Jose, Costa Rica

May 23, 2013 – Presentation to the Southwest Airlines Flight Operations Spring Symposium

May 16, 2013 – Presentation to the Washington Area National Business Aviation Association, Ashburn, VA

May 5, 2013 – Presentation to Aviation Insurance Association, Orlando, FL

April 15, 2013 – Presentation to Bombardier's Safety Standdown about creating a positive safety culture, Shanghai, China

April 4, 2013 – Presentation to Pacific Northwest Business Aviation Association (PNBAA), Seattle, WA

April 4, 2013 – Presentation to Pacific Northwest Business Aviation Association (PNBAA), Seattle, WA

March 4, 2013 – Presentation to HELI-EXPO, Las Vegas, NV

February 13, 2013 – Presentation to the South Carolina Aviation Association about working with the NTSB after an accident, Myrtle Beach, SC

February 7, 2013 – Inadequate Monitoring and Cross-checking - How do we make vast improvements?, Atlanta, GA

January 24, 2013 – Presentation to Patriot Rail Operations Team Leadership Workshop , Jacksonville, FL

January 14, 2013 – Presentation to the Transportation Research Board on Human, Organizational, and Cultural Factors in Accidents

January 13, 2013 – Presentation to the Transportation Research Board Human Factors Workshop on Automation, Washington, DC

January 13, 2013 – Presentation to the Transportation Research Board Human Factors Workshop on Safety Data, Washington, DC

December 10, 2012 – Telecon presentation to SteelRiver Infrastructure Partners on role of leadership in preventing organizational accidents

December 7, 2012 – Luncheon Remarks for International Air and Transportation Safety Bar Association, Washington, DC

December 3, 2012 – Keynote Remarks for National Organizations for Youth Safety (NOYS) - Teen Distracted Driving Prevention Summit, Washington, DC

November 27, 2012 – Presentation to US Air Force's Safety Center, Albuquerque, NM

November 7, 2012 -- Presentation on Inadequate Monitoring and Cross-checking "The Problem that Never Went Away" Human Factors industry roundtable, Irving, TX

October 29, 2012 – Presentation on Threat and Error Management at NBAA's Single Pilot Safety Standdown in Orlando, FL

October 24, 2012— Presentation on how to create the right kind of safety culture, Railway Tie Assn Symposium in Tampa, FL

October 23, 2012 – Presentation on Understanding the Critical Role of Leadership in Preventing Organizational Accidents, at CPUC Safety Leadership Conference, Los Angeles, CA

October 18, 2012 – Luncheon Remarks Before American Bar Association Tort Trial & Insurance Practice Section, Aviation and Space Law Committee, Washington, DC

October 8, 2012-- Safety Management Systems workshop at Bombardier Safety Standdown in Wichita, KS

August 26, 2012 –Presentation to Flight Safety Foundation in Alexandria, VA, on working with the NTSB after an accident occurs

August 20, 2012 –Presentation to Boeing Training and Flight Services personnel in Seattle on adherence to standard op procedures, Seattle, WA

August 8, 2012 – Presentation to Avantair employees on the importance of adhering to standard ops procedures, Clearwater, FL

July 11, 2012 – Presentation to the M&N Aviation Safety Standdown, Englewood, CO

June 26, 2012— California Public Utilities Commission (CPUC) Safety Leadership Conference in San Francisco, CA.

June 26, 2012— California Public Utilities Commission (CPUC) Safety Leadership Conference in San Francisco, CA.

June 12, 2012 –Pilot and ATC professionalism presentation to Beaver County Community College

May 8, 2012 –Remarks for Launch of Global Youth Traffic Safety Month, Washington, DC

May 7, 2012 –Remarks to NTSB Youth Open House, Washington, DC

May 3, 2012 – Remarks to To the International Society of Air Safety Investigators, Mid Atlantic Regional Chapter (MARC, Washington, DC

April 26, 2012 – Presentation to the Chicago Area Business Aviation Association conference, Chicago, IL

April 25 2012 – Remarks at Meharry-State Farm Alliance Teen Safe Driving Champion Award Presentation and ThinkFast Program Blythewood, South Carolina

April 19, 2012 – Presentation at Flight Safety's Corporate Aviation Safety Seminar in San Antonio, TX

April 17, 2012 – Presentation to Purdue University on Professionalism in Aviation, West Lafayette, IN

April 4, 2012 – Presentation to the Volpe Center's Roundtable on Automation and the Human, Cambridge, MA.

March 29, 2012 – Presentation to Embry-Riddle Aeronautical University, Daytona Beach, FL

March 20, 2012— Presentation at the SCRRA seminar, Los Angeles, CA

March 8, 2012 –Presentation at the Veriforce 2012 Annual Contractor Safety and Training Conference

March 1, 2012 – Presentation at the 24th Annual European Air Safety Seminar (EASS) of the Flight Safety Foundation (FSF), Dublin, Ireland

November 11, 2011 – Presentation to the 2011 Interstate Natural Gas Association of America (INGAA) Foundation Annual Meeting, San Diego, CA

November 9, 2011 – Presentation at the Fifth International Helicopter Safety Symposium, Fort Worth, TX

October 26, 2011 – A Practical Look at Establishing a Safety Culture, presented to the Bombardier 15th Annual Safety Standdown, Wichita, KS

October 26, 2011 – Address on SMS to the Bombardier 15th Annual Safety Standdown, Wichita, KS

October 26, 2011 – Address to the Bombardier 15th Annual Safety Standdown: Raising the Bar on Pilot Professionalism, Wichita, KS

October 17, 2011 – September 28, 2011 – Keynote address to General Aviation Air Safety Investigator Workshop, Wichita, KS.

August 23, 2011 – Luncheon keynote address to the American Association of Motor Vehicle Administrators Annual International Conference, Milwaukee, WI.

June 28, 2011 - Keynote address to University of Southern California/MetroLink Safety Conference, Los Angeles, CA.

June 21, 2011 - Presentation at the Airborne Law Enforcement Law Enforcement Association Conference, New Orleans, LA.

June 7, 2011 - Remarks to the American Waterways Operators Safety Costal Committee Summer Meeting, Las Vegas, NV

May 10, 2011 - Opening Remarks at the Truck and Bus Safety Forum, Washington, DC

May 5, 2011 - Remarks to the Chicago Area Business Aviation Association's Annual Safety Stand-Down, St. Charles, IL

May 4, 2011 - Remarks to the Society of Chest Pain Centers 14th Congress, Miami, FL

April 20, 2011 - Remarks at Flight Safety Foundation's 56th Annual Corporate Aviation Safety Seminar 2011, San Diego, CA

March 30, 2011 - Remarks to the University of North Dakota John D. Odegard School of Aerospace Sciences' Spring Aviation Safety Seminar, Grand Forks, ND

March 26, 2011 - Remarks at South Carolina Aviation Safety Council 2011 Safety Fly-In, Rock Hill, SC

March 23, 2011 - Remarks to NTSB Training Center Aircraft Accident Investigation for Aviation Professionals (AS 301) Course, Ashburn, VA

January 25, 2011 - Remarks before the Transportation Research Board 90th Annual Meeting, Washington, DC

January 19, 2011 - Remarks to the Dombroff, Gilmore, Jaques, & French 5th Annual 2011 Airline Symposium, McLean, VA

November 16, 2010 - Remarks on Eliminating Distractions for Young Drivers, Most Wanted List Press Conference: State Issues, Washington, DC

November 12, 2010 - Remarks to the Trauma Center Association of America Annual Conference, San Diego, CA

October 13-14, 2010 - Public Forum on Fishing Vessel Safety, Washington, DC - Chairman's Opening Remarks, Washington, DC

September 21, 2010 - Remarks to the Flight Safety Foundation's Corporate Advisory Committee Workshop, Alexandria, VA

September 18, 2010 - Commencement address to the Embry-Riddle Aeronautical University Worldwide Beaufort Teaching Site, Charleston, and Greenville Campus, Charleston, SC

September 9, 2010 - Remarks before the Transit Rail Advisory Committee for Safety Meeting, Washington, DC

September 1, 2010 - Remarks before the Georgia Business Aviation Association's Annual Safety Day, Marietta, GA

August 24, 2010 - Keynote Address for the 2010 Training, Standardization and Compliance Conference, Concord, NC

May 12, 2010 - Remarks before the Flight Safety Foundation's 55th Annual Corporate Aviation Safety Seminar, Tucson, AZ

March 17, 2010 - Remarks before the 2010 Association of Air Medical Services Spring Conference, Washington, DC

March 2, 2010 - Remarks before the NASA Langley Research Center - Colloquium and Sigma Series Lectures, Hampton, VA

February 23-24, 2010 - Public Hearing on Collision of Two Washington Metropolitan Area Transit Authority Trains Near Fort Totten Station, Washington, DC, June 22, 2009 - Chairman's Opening Statement, Washington, DC

February 12, 2010 - Remarks before the South Carolina Aviation Association's 32nd Annual Aviation Conference, Myrtle Beach, SC

February 11, 2010 - Keynote Address for the South Carolina Aviation Association, Hall of Fame Banquet, Myrtle Beach, SC

January 8, 2010 - Remarks before the Embry-Riddle Aeronautical University's 21st Annual Aviation Law & Insurance Symposium, Orlando, FL

December 10, 2009 - Remarks before the Massachusetts Institute of Technology Flying Club, Boston, MA

December 7, 2009 - Remarks to the 2nd Annual Gulfstream Safety Standdown, Savannah, GA

December 1, 2009 - Remarks to the FAA International Runway Safety Summit, Washington, DC

November 3, 2009 - Remarks to the Flight Safety Foundation's 62nd Annual International Air Safety Seminar, Beijing, China

October 21, 2009 - Remarks to the National Business Aviation Association's 62nd Annual Meeting & Convention, Safety Town Hall Meeting, Orlando, FL

October 8, 2009 - Remarks to the Flight Safety Foundation Corporate Advisory Committee, Alexandria, VA

October 5, 2009 - Remarks to the American College of Emergency Physicians Meeting, Boston, MA

September 29, 2009 - Remarks to the Third International Helicopter Safety Symposium, Montreal, Québec, Canada

September 17, 2009 - Remarks to the International Society of Air Safety Investigators (ISASI) 2009 40th Annual Seminar, Orlando, Florida

September 2, 2009 - Remarks to the 21st Annual FAA/ATA International Symposium on Human Factors in Maintenance and Ramp Safety, San Diego, CA.

July 9, 2009 - Remarks to the Lawyer-Pilots Bar Association Golden Anniversary Meeting, Mackinac Island, Michigan.

June 23, 2009 - Remarks to the PALMATT 2nd Aviation Safety and Risk Management Symposium, Teaneck, NJ

June 11, 2009 - Opening Statement For the Public Hearing on US Airways Flight 1549 Airbus A320, N106US, Hudson River, NJ January 15, 2009, Washington, DC

June 3, 2009 - Remarks to the Federal Interagency Committee on EMS, Arlington, VA

May 20, 2009 - Remarks to the Training Committee, Regional Airlines Association Annual Convention, Salt Lake City, UT

May 6, 2009 - Remarks to the Advanced Qualification Program Conference, Phoenix, AZ

April 28, 2009 - Remarks on Human Error in the Context of Accidents to the Society of Experimental Test Pilots, Flight Test Safety Workshop, Ottawa, Canada

April 28, 2009 - Remarks on Threat and Error Management to the Society of Experimental Test Pilots, Flight Test Safety Workshop, Ottawa, Canada

March 18, 2009 - Remarks to Flight Safety Foundation's European Aviation Safety Seminar (EASS), Nicosia, Cyprus.

March 11, 2009 - Remarks to the Association of Air Medical Services Spring Conference, March 11, 2009, Washington, DC

March 3, 2009 - Remarks to the 2009 Air Charter Safety Foundation Symposium, Ashburn, VA

February 3, 2009 - Opening Statement at the Public Hearing the in the Matter of the Issues on Emergency Medical Services, Helicopter Operational Safety, Washington, DC

January 22, 2009 - Remarks to the 2009 Cessna Safety Stand-down, Wichita, KS

October 29, 2008 - Remarks to the Regional Airlines Association's Presidents Council Luncheon, Washington, DC

October 22, 2008 - Remarks to the 2008 Airports Council International - North America (ACI-NA) Accident Response Workshop, Arlington, VA

October 20, 2008 - Remarks to the Air Medical Transport Conference 2008, Minneapolis, MN

October 7, 2008 - Remarks to NBAA Safety Town Hall Meeting, Orlando, FL

September 10, 2008 - Remarks to the Flight Deck Automation Working Group, Washington DC

August 19, 2008 - Remarks to the FAA Air Traffic Organization Leadership Summit, Washington, DC

July 31, 2008 - Remarks to the Pipeline and Hazardous Materials Safety Administration's Public Workshop for Stakeholders: Transporting Hazardous Materials Safely - the Next 100 Years, July 31, 2008, Washington, DC

July 20, 2008 - Remarks to the FlightSafety's Senior Leadership Course, Orlando, FL

July 9, 2008 - Remarks to the Pipeline and Hazardous Materials Safety Administration, Washington, DC

June 26, 2008 - Remarks to the Southern Gas Association's Safety and Health Round Table during the Environmental, Safety, and Training Conference, Charlotte, NC

June 19, 2008 - Remarks to the South Carolina Electric and Gas Company, Columbia, SC

June 17, 2008 - Keynote Remarks to the FAA Aviation Fatigue Management: Partnerships for Solutions Symposium, Vienna, VA

May 28, 2008 - Keynote Remarks to the Federal Aviation Administration Shared Vision of Aviation Safety Conference, San Diego, CA

May 22, 2008 - Remarks to the Regional Air Cargo Carriers Association, 7th Anniversary Spring Conference, Chantilly, VA

May 14, 2008 - Remarks to the Nautical Institute Seminar, United States Merchant Marine Academy, Kings Point, New York

May 8, 2008 - Remarks of Robert Sumwalt, Vice Chairman to the 27th Annual Conference of the Aviation Law Association of Australia and New Zealand, Sydney, Australia

May 1, 2008 - Remarks to the International Society of Air Safety Investigators, Mid Atlantic Regional Chapter, Washington, DC

April 17, 2008 - Remarks to the 2008 International Boating and Water Safety Summit, San Diego, CA

April 9, 2008 - Remarks to Embry-Riddle Aeronautical University, Daytona Beach, FL

February 28, 2008 - Remarks to the National Business Aviation Association 2008 Leadership Conference, San Antonio, TX

February 21, 2008 - Remarks to the SMU Air Law Symposium, Dallas, TX

February 19, 2008 - Remarks to the Air Charter Safety Foundation, Alexandria, VA

February 8, 2008 - Remarks to the South Carolina Aviation Association, Hilton Head, SC

January 14, 2008 - Opening Remarks to the Southeastern Transportation Center Student Breakfast during the Transportation Research Board of the National Academies' 87th Annual Meeting, Washington, DC

January 9, 2008 - Remarks to the University Aviation Association, Washington, DC

December 6, 2007 - Opening Remarks to the Aviation Directors Roundtable, Washington, DC

November 6, 2007 - Opening Remarks Before the NATA Aviation Business Roundtable, Washington, DC

October 15, 2007 - Opening Remarks Before the Airline Dispatchers Federation Safety Symposium, Houston, TX

September 19, 2007 - Opening Remarks Before the General Aviation Air Safety Investigators (GAASI) 2007 Advanced Technical Workshop, Wichita, Kansas

September 6, 2007 - Remarks to 19th FAA/ATA International Symposium Human Factors in Maintenance and Ramp Safety, Orlando, Florida

August 22, 2007 - Remarks to the Chief Aircraft Accident Investigators Programme of Air Accident Investigation Bureau of Singapore and Singapore Aviation Academy, Singapore, Republic Of Singapore

August 8, 2007 - Remarks to the Air Line Pilots Association, International, 2007 Air Safety & Security Forum, Washington, DC

May 23, 2007 - Remarks Before the Flight Safety Foundation Board of Governors, Washington, DC

May 17, 2007 - Remarks to the Regional Air Cargo Carriers Association 5th Anniversary Spring Conference, Scottsdale, AZ

May 12, 2007 - Remarks to the National Coalition of Motorcyclists, Charlotte, NC

April 11, 2007 - Remarks to the Air Line Pilots Association, International Pilots Assistance Forum, Denver, CO

February 12, 2007 - Remarks Before the Columbia (SC) Rotary Club, Columbia, SC

February 2, 2007 - Remarks Before the Embry-Riddle Aeronautical University's Eighteenth Annual Aviation Law & Insurance Symposium, Orlando, FL

January 18, 2007 - Remarks Before the United Motorcoach Association Motorcoach EXPO 2007, New Orleans, LA

November 18, 2006 - Remarks Before the 68th Annual Conference, National Foundation for Women Legislators, Avon, CO

November 10, 2006 - Keynote Address for the 30th Anniversary Celebration NASA Aviation Safety Reporting System, San Carlos, CA

November 3, 2006 - Introductory Remarks Before the FAA 3rd Annual International Aviation Safety Forum, Chantilly, VA

September 24, 2006 - Remarks During Swearing-In Ceremony, Washington, DC

