



**SANDRA PENA SWITZER**  
DEPUTY CHIEF MANAGEMENT OFFICER  
MARINE CORPS SYSTEMS COMMAND

Ms. Switzer is a native of Southern California (Los Angeles). She earned an undergraduate degree in Economics from the University of California, Irvine in June 1981. She received a Fellowship from the University of California to continue her education where she earned a dual Masters Degree in Business and Public Administration (MBPA) in June 1983. Upon graduation Ms. Switzer competed nationwide and was selected as a Presidential Management Intern. Her first assignment as a Federal government employee was with the Air Force Systems Command at Los Angeles Air Force Base, CA, where she interned as a Personnel Management Specialist (GS-0201-9T12).

From 1987 to 1988 she was assigned as a Program Analyst at the Air Force Flight Test Center, Edwards Air Force Base, CA. During this time she served as a Project Manager for various Air Force test programs and projects. She directed and orchestrated planning and programming actions to identify resource and programmatic requirements and to ensure the overall capability to support those test mission requirements were implemented.

From 1988 to 1999 she served as a Supervisory Cost Analyst (GS-0501-13) for the Cost and Business Strategies, Air Force Flight Test Center (AFFTC). Ms. Switzer was responsible for cost estimating and modeling for all AFFTC test programs using various statistical methods and techniques. She provided managerial guidance and oversight regarding economic analysis evaluation and certification on major Testing and Evaluation (T&E) contract proposals such as the F-22, C-17, System Engineering and Technical Assistance (SETA), etc.

In Feb 1999 Ms. Switzer was selected to head up a newly created position as the Program Objective Memorandum (POM) and Business Area Financial Manager for the Air Force Flight Test Center. In this role she provided technical expertise on financial policies and processes as Manager for the POM and Business Area Integration functions for the AFFTC.

In August 2000 Ms. Switzer was competitively selected to work for the Marine Corps Systems Command. She was assigned as the Strategic Business Team Business Manager for the Infantry Weapons Product Group. However, before taking on those duties, she was appointed as a key member of the Command Design Team where she served for the next 10 months, engaged in transforming the Command with regard to its business activities, organizational structure, skills mix, professional development, and the culture to achieve a new vision based on the new Command Strategic Plan.

From 2002 to 2003 Ms. Switzer served as the Command Change Agent and Director of the Strategic Change Management Center. She served as the senior consultant and principal advisor for all Marine Corps Systems Command continuous process improvement initiatives associated with the recent Command Redesign effort.

In August 2003 she was competitively selected to attend the Industrial College of the Armed Forces (ICAF) where she received a Masters of Science degree in National Resource Strategies. She also completed the Defense Acquisition University (DAU) Senior Acquisition Course.

Upon graduation from ICAF in 2004 Ms. Switzer was designated as the Program Management Competency Lead for the Information Systems and Infrastructure Product Group. In August 2009, Ms. Switzer was selected as the Marine Corps Systems Command Deputy Chief Management Officer.

Ms. Switzer's personal awards and certifications include two Meritorious Civilian Service Awards, graduate of the Harvard Kennedy School of Government Senior Executive Fellows program, graduate of the Federal Executive Institute "Leadership for a Democratic Society", graduate of DAU's PMT 401 course, Project Management Professional (PMP), Defense Acquisition Workforce Improvement Act (DAWIA) Level III certification in Program Management; DAWIA Level III certification in Budget, Cost Estimating, and Financial Management (BCEFM), DAWIA Level I certification in Information Technology.