

Sharon E. Burke

Center for a New American Security

Professional experience

July 2007-present Center for a New American Security Washington, DC
Vice President

As principal officer in high-profile, cutting edge national security think tank, helping to set strategic direction and manage the company. Also created novel program on "natural security," which examines national security dimensions of a range of natural resources challenges (e.g., water, critical minerals, arable land, biodiversity). As a Senior Fellow, initiated project on energy security, with a range of reports and events on energy and climate change, including the following:

- **Project Solarium II: Energy Security.** Designed, managed and facilitated a \$500,000 grant to conduct a strategy analysis in January 2008 and authored the follow-on report, *A Strategy for American Power: Energy, Climate, and National Security*, which focused on surmounting barriers to U.S. energy security.
- **The Age of Consequences.** Contributor to publications exploring the national security consequences of projected climate change: *The Age of Consequences: the Foreign Policy and National Security Implications of Global Climate Change* and *Climactic Cataclysms: The Foreign Policy and National Security Implications of Global Climate Change*.
- **Climate Change War Game.** Designed, managed and led climate change war game, based on original futures scenarios, with players from Asia, South Asia, Europe and the Americas. Secured grants and in-kind donations worth approximately \$750,000 for the project. Initiated and managed a coalition of ten diverse organizations to sponsor the game and managed interactions with ABC News, which will feature the game in a forthcoming prime-time documentary. Worked closely with government and private sector scientists to base the game in sophisticated and ground-breaking climate model runs.
- **Uncharted Waters: The U.S. Navy and Climate Change.** Co-authored a report for the U.S. Navy on how climate change will affect maritime operations and strategy over the next 30 years.
- **Mapping U.S. Energy Security.** Designed, managing and leading an ongoing \$384,000 project to examine how the U.S. government is structured to make "energy security" policy, to include policy on climate change. Products associated with the project include an initial findings report, a "Big Energy Map" website, a conference of energy security stakeholders, and a forthcoming final report.
- **Climate and the QDR.** Designed, managing and leading a \$150,000 project to look at how climate change concerns could be incorporated into the Quadrennial Defense Review.

February 2006-July 2007 Third Way Washington, DC
Director, National Security Project

As project leader in political think tank, authored and shaped message and policy documents on national security, including memos on military transformation, Iran, Iraq, China, weapons of mass destruction, terrorism and Latin America.

- Helped design and run, including as a facilitator, national security trainings for 32 House candidates in the 2006 elections.
- Helped design and run, including as a facilitator, workshops for Members of the House of Representatives on military overstretch and on the status quo of the US fight with al Qaeda, along with new ideas for countering terrorism.
- Authored *The Neo Con: The Bush Defense Record by the Numbers* and *Beyond Bush: A New Strategy of Constriction to Defeat Al-Qaeda and its Allies*. Co-authored *Security First: A Strategy for Defending America* with Bill Galston of the Brookings Institution and Elaine Kamarck of Harvard University.

2005-present Speechwriting and Editorial Services Washington, DC
Independent Consultant

- Clients have included Democratic Governor, former Cabinet Secretary, President of International Consulting Firm and U.S. Senator.
- Authored and edited Congressional testimony, speeches, articles and strategic planning documents.

2002-2005 US Department of State Washington, DC
Member, Policy Planning Staff

As a civil service Member of the Policy Planning Staff, served as the speechwriter and special assistant to Honorable Richard Armitage, Deputy Secretary of State.

- Authored more than 150 speeches, including major policy addresses on US foreign policy, Asia, the Middle East and leadership.
- Opinion articles published and speeches covered in major publications, such as *The New York Times*, *The Washington Post* and *The Financial Times*.

2001-2002 Amnesty International USA Washington, DC
Advocacy Director for the Middle East and North Africa

Directed staff and members in crisis response, lobbying and communications on human rights in the Middle East.

- Served as spokesperson on Middle East issues.
- Authored reports on Middle East and US military.

1994-2001 US Department of Defense Washington, DC
Country Director for South Asia; Speechwriter to the Secretary of Defense.

Joined the Department as a Presidential Management Intern in the Office of the Secretary of Defense; served as career civil servant and political appointee.

- Authored major speeches for two Secretaries of Defense on range of defense policy subjects, including military operations in the Balkans.
- Wrote remarks for four sub-Cabinet rank officials on defense policy, personnel and readiness issues and acquisition and technology policy.

- Served as chief policy advisor for Office of the Secretary of Defense on US defense policy toward South Asia and North Africa.
- Advised senior leadership on regional issues and analyzed political-military developments in South Asia and North Africa and managed bilateral defense relations with countries of the region.
- Orchestrated the imposition of department-wide sanctions policy following the 1998 South Asian nuclear tests.
- Management trainee rotations included service in the Office of the Undersecretary of Defense for Personnel and Readiness, the Office of the Undersecretary of Defense for Acquisition and Technology, and the Office of Near Eastern and South Asian Affairs.

1989-1992 Office of Technology Assessment Washington, DC
Research Analyst in Energy, Transportation Programs

- Authored chapters in reports on energy in developing countries and US domestic public works for agency of US Congress.

1988-1989 Office of Senator Paul Sarbanes Washington, DC
Staff Assistant

- Assisted with constituent relations and state-related issues.

Education

1992-1994 Columbia University New York City, NY
Master of International Affairs

- Concentration in International Energy Policy.
- Certificate of Middle Eastern Studies, included Arabic language studies.
- Zuckerman Fellow (full tuition and stipend).

1984-1988 Williams College Williamstown, MA
Bachelor of Arts

- Majors in English and History.
- Concentration in Middle Eastern and African Studies.
- Semester abroad in Kenya through St. Lawrence University.

Awards

Aspen Atlantic Group Participant (2008-2009)
 Leadership Team, Next Generation Project, American Assembly (2007)
 Next Generation Fellow, American Assembly (2006)
 Department of State Superior Honor Award (2004)
 Department of Defense Exceptional Public Service Award (2001)
 Department of Defense Meritorious Service Group Award (1995)
 Presidential Management Intern, US Department of Defense (1994-96)
 Foreign Language and Areas Studies Fellow, Georgetown University (1993)
 International Fellow, Columbia University (1993)
 Zuckerman Fellow, Columbia University (full tuition and stipend, 1992-1994)
 Dean's List, Williams College and St. Lawrence University.

ASHTON B. CARTER

(b)(6)

Harvard University
Preventive Defense Project
Kennedy School of Government
79 John F. Kennedy Street
Cambridge, MA 02138

(b)(6)

CURRENT POSITION

Chair, International Relations, Security & Science Area faculty &
Ford Foundation Professor of Science and International Affairs
John F. Kennedy School of Government
Harvard University

Co-Director (with William J. Perry)
Preventive Defense Project
Harvard & Stanford Universities

PREVIOUS POSITIONS

- 1998 - 2000 Senior Advisor to the North Korea Policy Review
U.S. Department of State
- 1993 - 1996 Assistant Secretary of Defense for International Security Policy
U.S. Department of Defense
- 1990 - 1993 Director, Center for Science and International Affairs
Harvard University
- 1988 - 1990 Professor, and Associate Director, Center for Science and International Affairs
Harvard University
- 1986 - 1988 Associate Professor
Harvard University
- 1984 - 1986 Assistant Professor
Harvard University
- 1982 - 1984 Research Fellow, Center for International Studies
Massachusetts Institute of Technology
- 1981 - 1982 Program Analysis and Evaluation, Office of the Secretary of Defense
The Pentagon

PREVIOUS POSITIONS *(continued)*

- 1980 - 1981 International Security and Commerce Program
Office of Technology Assessment, U.S. Congress
- 1979 - 1980 Research Associate, Theoretical Physics
Rockefeller University, New York
- 1977 - 1979 Physics Instructor ("Tutor" in the Oxford system)
Oxford University – Quantum Mechanics and Relativity
- 1976 Experimental Research Associate, Brookhaven National Laboratory
- 1975 Experimental Research Associate, Fermi National Accelerator Laboratory

EDUCATION

- 1976 - 1979 Oxford University
Ph.D., Theoretical Physics
Rhodes Scholar
Senior Scholar, St. John's College
Best Participant Prize, NATO Center for Subnuclear Physics
- 1972 - 1976 Yale University
B.A., *summa cum laude*
Honors in Medieval History
Honors in Physics
Phi Beta Kappa
Andrew D. White Essay Prize in European History

HONORS

Defense Intelligence Medal, from the Defense Intelligence Agency, April 1998.

Distinguished Public Service Medal, Department of Defense (awarded twice)

The highest award of the Department of Defense, "For exceptionally distinguished service to the Nation as Assistant Secretary of Defense for International Security Policy," July 1994 and December 1995.

Forum Award, American Physical Society, "For his clear and lucid exposition of the physics issues in the nuclear arms race and his unique ability to combine his physics background and good judgment to clarify the technical parameters of these important public policy issues," 1988.

Ten Outstanding Young Americans, United States Jaycees, 1987.

See above under "Education"

MEMBERSHIPS AND AFFILIATIONS

Fellow, American Academy of Arts and Sciences
International Security Advisory Board to the Secretary of State
Aspen Strategy Group
Council on Foreign Relations
Trustee, The MITRE Corporation
MIT Lincoln Laboratories Advisory Board
Draper Laboratory Corporation
Senior Partner, Global Technology Partners, LLC
Consultant to Goldman Sachs on international affairs and technology matters
Senior Associate, International Security Program, Center for Strategic and International Studies
National Security Advisory Group to Senate Democratic Leadership, 108th Congress
National Missile Defense White Team
Markle Foundation Task Force on National Security in the Information Age
American Physical Society
International Institute for Strategic Studies
National Committee on U.S.-China Relations

FORMER MEMBERSHIPS

Miretek Systems, Inc. Board of Trustees, 1997-2007
National Academy of Sciences Committee on Science and Technology for Countering
Terrorism, 2001-2003
Defense Science Board, 1991-93, 1997-2001
Defense Policy Board, U.S. Department of Defense, 1997-2001
Threat Reduction Advisory Committee, U.S. Department of Defense, 1998-2002
Board of Trustees, The MITRE Corporation, 1989-93
National Academy of Sciences, Committee on International Security and Arms Control, 1990-
1993
American Academy of Arts and Sciences, Committee on International Security Studies, 1987-
1992
American Association for the Advancement of Science, Committee on Science, Arms Control,
and National Security, 1984-1991
White House, President's Council of Advisers on Science and Technology, Panel on National
Security, 1990-91
Carnegie Commission on Science, Technology, and Government, Advisory Council, 1990-93
Chairman of the Editorial Board, *International Security*, 1988-93
Congressional Office of Technology Assessment, Advisory Panel on START Verification
Technologies, 1991-92
Board of Trustees, German Marshall Fund, 1992-93
Sandia National Laboratory, President's Advisory Council, 1992-93
Research Affiliate, Massachusetts Institute of Technology, 1984-93
Guest Scholar, The Brookings Institution, 1982-93
Adjunct Professor of Engineering and Public Policy, Carnegie-Mellon University, 1987-93
Advisory Panel on Military Uses of Space, Office of Technology Assessment, U.S. Congress,
1985-86
Steering Group on Space Weapons, American Academy of Arts and Sciences, 1985-86

FORMER MEMEBERSHIPS *(continued)*

Core Study Group on the Effects of Military Efforts in Space, School of Advanced International Studies, Johns Hopkins University, 1985-86
Consultant, Bureau of Intelligence and Research, U.S. Department of State, 1986-1988
Selection Committee, MacArthur Foundation Fellowships in International Security, 1986-88
Selection Committee, MacArthur Foundation Grants for Research and Writing in International Security, 1987-88
Kistiakowsky Scholar, American Academy of Arts and Sciences, 1987-88
Commission on The Presidency and Science Advising, 1988
Council on Foreign Relations Study Group on the Premises of the NATO Alliance, 1989
Council on Foreign Relations Study Group on Business and Government in an Interdependent World, 1989
Joint Chiefs of Staff Advisory Group on the Future of U.S.-Soviet Military Relations, 1988-89
Congressional Office of Technology Assessment Advisory Panel on START Verification Technologies, 1989-90
Defense Science Board Task Force on New Scenarios and Intelligence, 1990
National Academy of Sciences Panel on National Security Export Controls, 1990-91
National Research Council Naval Studies Advisory Committee on the Future of the Aircraft Carrier, 1990-91

PUBLICATIONS**BOOKS**

- Keeping the Edge: Managing Defense for the Future.* Editor (with John P. White) and author of three chapters. Cambridge, MA: The MIT Press, 2001.
[translated into Chinese, Military History and Translation Office, MND, ROC, 2002]
- Preventive Defense: A New Security Strategy for America.* With William J. Perry. Washington, DC: The Brookings Institution, 1999.
[translated into Russian by arrangement with Brookings Institution Press, 2003]
[translated into Arabic by arrangement with Brookings Institution Press, February/March 2002]
[translated into Chinese, CIP, 2000]
[translated into Korean, Bestun Korea Agency, 2000]
- Cooperative Denuclearization: From Pledges to Deeds.* Editor with Graham Allison, Steven E. Miller, and Philip Zelikow. Cambridge, MA: Center for Science and International Affairs, Harvard University, 1993.
- A New Concept of Cooperative Security.* With John D. Steinbruner and William J. Perry. Washington, DC: The Brookings Institution, 1992.
- Beyond Spinoff: Military and Commercial Technologies in a Changing World.* With John Alic, Lewis Branscomb, Harvey Brooks and Gerald Epstein. Boston, MA: Harvard Business School Press, 1992.

PUBLICATIONS *(continued)*

Soviet Nuclear Fission: Control of the Nuclear Arsenal in a Disintegrating Soviet Union. With Kurt Campbell, Steven Miller and Charles Zraket. Cambridge, MA: Center for Science and International Affairs, Harvard University, November 1991.

Ashton B. Carter on Arms Control. Kenneth W. Thompson, ed. Lanham, MD: University Press of America, January 1990.

Managing Nuclear Operations. Editor (with John Steinbruner and Charles A. Zraket) and author of three chapters. Washington, DC: The Brookings Institution, 1987.

Directed Energy Missile Defense in Space. Washington, DC: Office of Technology Assessment, U.S. Congress, 1984.

Ballistic Missile Defense. Editor (with David N. Schwartz) and author of two chapters. Washington, DC: The Brookings Institution, 1984.

MX Missile Basing (with Classified Annex). Author of chapters on "Launch Under Attack"; "Ballistic Missile Defense"; "Air Mobile Basing"; "Land Mobile Basing"; and (with Theodore Postol) "Command, Control, and Communications". Washington, DC: Office of Technology Assessment, U.S. Congress, 1981.

ARTICLES

"After the Bomb." With William J. Perry and Michael M. May. *The New York Times*, 12 June 2007, A-24.

"The Day After: Action in the 24 Hours Following a Nuclear Blast in an American City." With Michael M. May and William J. Perry. Report based on April 19, 2007 workshop hosted by the Preventive Defense Project, Harvard and Stanford Universities, 31 May 2007.

"China on the March." With William J. Perry. *The National Interest*, no. 88 (March-April 2007), 16-22.

"How Washington Learned to Stop Worrying and Love India's Bomb." *Foreign Affairs* (foreignaffairs.org), 10 January 2007.

"China's Rise in American Military Strategy." With William J. Perry. In *China's March on the 21st Century: A Report of the Aspen Strategy Group*, Kurt M. Campbell and Willow Darsie, eds. Washington, DC: The Aspen Institute, 2007, 107-117.

"Plan B for Iran: What if Nuclear Diplomacy Fails?" With William J. Perry. Report based on May 22, 2006 workshop hosted by the Preventive Defense Project, Harvard and Stanford Universities, 10 September 2006.

"The Case for a Preemptive Strike on North Korea's Missiles." With William J. Perry. *TIME* (time.com), 8 July 2006.

"America's New Strategic Partner?" *Foreign Affairs* 85, no. 4 (July-August 2006), 33-44.

PUBLICATIONS *(continued)*

- "If Necessary, Strike and Destroy." With William J. Perry. *The Washington Post*, 22 June 2006, A-29.
- "Assessing the India Deal." Testimony before the Committee on Foreign Relations, U.S. Senate. 26 April 2006.
- "Toolbox: Containing the Nuclear Red Zone Threat." With Stephen A. LaMontagne. *The American Interest* 1, no. 3 (Spring 2006), 28-40.
- "A Fuel-Cycle Fix." With Stephen A. LaMontagne. *The Bulletin of the Atomic Scientists* (January-February 2006), 24-25.
- "The U.S. Military: Under Strain and at Risk." With William J. Perry (chair), Madeleine K. Albright, Graham T. Allison, Samuel R. Berger, Gen. Wesley K. Clark, Thomas E. Donilon, Michele A. Flournoy, John D. Podesta, Susan E. Rice, Gen. John M. Shalikashvili, Wendy R. Sherman, Elizabeth D. Sherwood-Randall and James B. Steinberg (members). National Security Advisory Group, January 2006.
- "Origins of the Nunn-Lugar Program." Presentation to the Presidential Conference on William Jefferson Clinton, Hofstra University. 11 November 2005.
- "The India Deal: Looking at the Big Picture." Testimony before the Committee on Foreign Relations, U.S. Senate. 2 November 2005.
- "New Approaches for Addressing the Threat of WMD Proliferation." Presentation to conference on Non-Proliferation of Weapons of Mass Destruction, Tufts University, Fletcher School of Law & Diplomacy. 21 October 2005.
- "Interim Report on Nuclear Threat Reduction and the Fuel Cycle." Memo to Senator Richard G. Lugar, Chairman, Senate Committee on Foreign Relations. With Ronald Lehman II (co-chair, with Ashton Carter), Robert Einhorn, Alan A. Foley, Arnold Kanter, David Kay, Susan Koch, Lawrence Scheinman, and William Schneider, Jr (members). Policy Advisory Group on Nonproliferation, 1 July 2005.
- "Worst Weapons in Worst Hands: U.S. Inaction on the Nuclear Terror Threat since 9/11, and a Path of Action." With William J. Perry (chair), Madeleine K. Albright, Graham T. Allison, Samuel R. Berger, Gen. Wesley K. Clark, Thomas E. Donilon, Michele A. Flournoy, John D. Podesta, Susan E. Rice, Gen. John M. Shalikashvili, Wendy R. Sherman, Elizabeth D. Sherwood-Randall and James B. Steinberg (members). National Security Advisory Group, July 2005.
- "Worst People and Worst Weapons." Statement before The 9/11 Public Discourse Project's Hearings on "The 9/11 Commission Report: The Unfinished Agenda." 27 June 2005.
- "A Failure of Policy, Not Spying." *The Washington Post*, 5 April 2005, A-23.
- "Conversations with *The Forum*: Perspectives on Preemption and National Security." Interview with Dr. Ashton Carter. *The Fletcher Forum of World Affairs* 29, no. 1 (Winter 2005), 9-12.

PUBLICATIONS *(continued)*

- “The Essential Features of a Focused Strategy to Deal with the Proliferation Challenge: What Has Been Done and What Is to Be Done?” In *The Challenge of Proliferation: A Report of the Aspen Strategy Group*, Kurt M. Campbell, ed. Washington, DC: The Aspen Institute, 2005, 141-152.
- “Overhauling Counterproliferation Intelligence.” Statement before The Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction (The “Robb-Silberman” Commission). 4 October 2004.
- “How to Counter WMD.” *Foreign Affairs* 83, no. 5 (September-October 2004), 72-85.
- “Implementing a Denuclearization Agreement with North Korea.” Testimony before the Committee on Foreign Relations, U.S. Senate. Hearing report is forthcoming. 15 July 2004.
- “Overhauling Counterproliferation.” *Technology in Society: An International Journal – Special Issue: Technology and Science: Entering the 21st Century*, George Bugliarello and A. George Schillinger, eds., 26, nos. 2/3 (April/August 2004), 257-269.
- “Seven Steps to Overhaul Counterproliferation.” Testimony before the Armed Services Committee, U.S. House of Representatives. Hearing report is forthcoming. 17 March 2004.
- “Overhauling Counterproliferation.” Testimony before the Committee on Foreign Relations, U.S. Senate. Hearing report is forthcoming. 10 March 2004.
- “Good Nukes, Bad Nukes.” With Arnold Kanter, William J. Perry, and Brent Scowcroft. *The New York Times*, 22 December 2003, section A, 31.
- “The Architecture of Government in the Face of Terrorism.” *Countering Terrorism: Dimensions of Preparedness*, Arnold M. Howitt and Robyn L. Pangi, eds. Cambridge, MA: MIT Press, 2003, 17-36.
- “A Dedicated Organization in Congress.” With Gerald L. Epstein. *Science and Technology Advice for Congress*, M. Granger Morgan and Jon M. Peha, eds. Washington, DC: RFF Press, 2003, 157-163.
- “The Korean Nuclear Crisis: Preventing the Truly Dangerous Spread of Weapons of Mass Destruction.” *Harvard Magazine*, September – October 2003, 38-41.
- “An American Security Policy: Challenge, Opportunity, Commitment.” With William J. Perry (chair), Madeleine K. Albright, Samuel R. Berger, Louis Caldera, Gen. Wesley K. Clark, Michele A. Flournoy, Alfonso E. Lenhardt, John D. Podesta, Gen. John M. Shalikashvili, and Elizabeth Sherwood-Randall (members). National Security Advisory Group, July 2003.
- “A Prescription for Peace.” Review of *No More Killing Fields: Preventing Deadly Conflict* by David A. Hamburg. *Science*, 30 May 2003, 1374.
- “Alternatives to Letting North Korea Go Nuclear.” Testimony before the Committee on Foreign Relations, U.S. Senate. Hearing report is forthcoming. 6 March 2003.

PUBLICATIONS *(continued)*

“The Loose Nukes Crisis in North Korea.” Memorandum to the Senate Democratic Leadership from the National Security Advisory Group. With William J. Perry (chair), Madeleine K. Albright, Samuel R. Berger, Louis Caldera, Wesley Clark, Michele Flournoy, Alfonso E. Lenhardt, John D. Podesta, John Shalikashvili, and Elizabeth Sherwood-Randall (members), 5 March 2003.

“A Scary Thought: Loose Nukes in North Korea.” With William J. Perry and John M. Shalikashvili. *The Wall Street Journal*, 6 February 2003, A-18.

“Three Crises with North Korea.” Testimony before the Committee on Foreign Relations, U.S. Senate. Hearing report is forthcoming. 4 February 2003.

“The Crisis Last Time.” With William J. Perry. *The New York Times*, 19 January 2003, section 4, 13.

Making the Nation Safer: The Role of Science and Technology in Countering Terrorism. With Lewis M. Branscomb, Richard D. Klausner, et al. Washington, DC: The National Academies Press, 2002.

“Nuclear Over North Korea: Back to the Brink.” *The Washington Post*, 20 October 2002, B-1 & B-5.

Protecting America's Freedom in the Information Age. With Zoe Baird, James L. Barkdale, Philip Zelikow et al. (The Markle Foundation Task Force on National Security in the Information Age). Markle Foundation, October 2002.

“Arms Control and Nuclear Terrorism: A Global Coalition Against Catastrophic Terrorism.” Testimony on the Moscow Treaty on Strategic Offensive Reductions (SORT) before the Armed Services Committee, U.S. Senate. Hearing report is forthcoming. 1 August 2002.

“Roles for the White House and the New Department.” Testimony on the Relationship between a Department of Homeland Security and the Intelligence Community before the Governmental Affairs Committee, U.S. Senate, 26 June 2002.

“Throw the Net Worldwide.” *The Washington Post*, 12 June 2002, A-31.

“Counterterror’s Management Style.” *The New York Times*, 8 June 2002, A-27.

Trip Report: Nunn-Lugar Sites in Russia. A memo to colleagues of the Preventive Defense Project. 3 June 2002.

“A New Era, A New Threat.” With Richard Lugar. *Financial Times*, 23 May 2002, 15.

“Ashton B. Carter on Homeland Security (ref: The Architecture of Government in the Face of Terrorism).” Testimony on Homeland Security before the Appropriations Committee, U.S. Senate. 10 April 2002.

“Understanding Terrorism: A Harvard Magazine Roundtable.” With Eva Bellin, Philip B. Heymann, David Little, Louise M. Richardson and Jessica E. Stern. *Harvard Magazine* (January-February 2002), 36-49.

PUBLICATIONS *(continued)*

- “The Architecture of Government in the Face of Terrorism.” *International Security* 26, no. 3, (Winter 2001/02), 5-23.
- “How Ridge can secure the homeland.” *The Boston Globe*, 4 October 2001.
- “National Security Strategy.” In *American Military Strategy: Memos to a President*, Philip D. Zelikow, editor. New York, NY: W.W. Norton & Company, 2001, 33-48.
- “National Innovation to Combat Catastrophic Terrorism.” In *FirePower in the Lab: Automation in the Fight Against Infectious Diseases and Bioterrorism*, Scott P. Layne, Tony J. Beugelsdijk, and C. Kumar N. Patel, eds. Washington, DC: Joseph Henry Press, 2001, 187-191.
- “Beyond the Counterproliferation Initiative.” With L. Celeste Johnson. In *Twenty-First Century Weapons Proliferation: Are We Ready?*, Henry Sokolski and James M. Ludes, eds. Portland, OR: Frank Cass Publishers, 2001.
- “Keeping America's Military Edge.” *Foreign Affairs* 80, no. 1 (January-February 2001), 90-105.
- “Countering Proliferation.” Testimony to the Committee on Foreign Relations, United States Senate, 106th Congress, 2nd Session. Hearing Report is forthcoming. 30 March 2000.
- “The Perils of Complacency: Adapting U.S. Defense to Future Needs.” Testimony to the Senate Armed Services Committee, Subcommittee on Emerging Threats and Capabilities. Hearing Report is forthcoming. 21 March 2000.
- “Adapting US Defence to Future Needs.” *Survival* 41, no. 4 (Winter 1999-2000), 101-123.
- “Beyond the Counterproliferation Initiative to a ‘Revolution in Counterproliferation Affairs.’” With L. Celeste Johnson. *National Security Studies Quarterly* 5, no. 3 (Summer 1999), 88-90.
- “Defining NATO’s Purpose.” With William J. Perry, and Hilary D. Driscoll. In *NATO at Fifty: Perspectives on the Future of the Atlantic Alliance*, Susan Eisenhower, ed. Washington, DC: The Center for Political and Strategic Studies, 1999.
- “Catastrophic Terrorism: Tackling the New Danger.” With John M. Deutch and Philip Zelikow. *Foreign Affairs* 77, no. 6 (November-December 1998), 80-94.
- Catastrophic Terrorism: Elements of a National Policy. With John M. Deutch and Philip Zelikow. Preventive Defense Project publications, vol. 1, no. 6, Center for International Security and Cooperation (CISAC), Stanford University, October 1998.
- “Grand Terrorism: A New Threat to National Security.” Peter L. Hays et al., eds. *Countering the Proliferation and Use of Weapons of Mass Destruction*. New York: McGraw-Hill, 1998.
- Fulfilling the Promise: Building an Enduring Security Relationship Between Ukraine and NATO*. With Steven E. Miller and Elizabeth Sherwood-Randall. Cambridge, MA and Stanford, CA: Preventive Defense Project publications 1, no. 4 (1998).

PUBLICATIONS *(continued)*

“Move Closer to China, Not Far, for Security.” With John M. Deutch and William J. Perry. *USA Today*, 11 June 1998.

The Content of U.S. Engagement with China. With William J. Perry. Cambridge, MA and Stanford, CA: Preventive Defense Project publications 1, no. 2 (July 1998).

NATO After Madrid: Looking to the Future. With Coit D. Blacker, Warren Christopher, David A. Hamburg, and William J. Perry. Cambridge, MA and Stanford, CA: Preventive Defense Project publications 1, no. 1 (June 1998).

“No Nukes? Not Yet.” With John M. Deutch, *Wall St. Journal*, 4 March 1997.

“The Imperatives for Cooperation.” With Janne E. Nolan, John D. Steinbruner, Kenneth Flamm, Steven E. Miller, David Mussington, and William J. Perry. In *Global Engagement: Cooperation and Security in the Twenty-first Century*, Janne E. Nolan, ed. Washington, DC: The Brookings Institution, 1994.

“Cooperative Security and the Former Soviet Union: Near-Term Challenges.” With Steven E. Miller. In *Global Engagement: Cooperation and Security in the Twenty-first Century*, Janne E. Nolan, ed. Washington, DC: The Brookings Institution, 1994.

“Export Control Reform in High Technology.” Statement to the House Committee on Science, Space, and Technology, Field Hearing, no. 57 (13 August 1993), 160-170. Washington: USGPO, 1993.

“The Role of Intelligence in Managing Proliferation.” With Robert D. Blackwill. In *New Nuclear Nations: Consequences for U.S. Policy*, Robert D. Blackwill and Albert Carnesale, eds. New York: Council on Foreign Relations, 1993.

“Reducing the Nuclear Dangers from the Former Soviet Union.” *Arms Control Today* 22, no. 1 (January-February 1992).

“Actions to Reduce the Nuclear Danger in the Former Soviet Union.” Testimony to the House Armed Services Committee, Defense Policy Panel. Hearing Report is forthcoming. December 1991.

“Technical Demarcations for ASAT and BMD Systems.” With Donald L. Hafner and Thomas H. Johnson. In *Peaceful and Non-Peaceful Uses of Space: Problems of Definition for the Prevention of an Arms Race*, Bhupendra Jasani, ed. New York: Taylor & Francis, 1991.

“Emerging Themes in Nuclear Arms Control.” *Daedalus* 120, no. 1 (Winter 1991).

“New Scenarios for American Defense.” Defense Science Board, report of the Scenarios and Intelligence Task Force, September 1990.

New Thinking and American Defense Technology. With William J. Perry. Report of the Carnegie Commission on Science, Technology, and Government. August 1990.

PUBLICATIONS *(continued)*

- “Command and Control of Nuclear Forces.” In *A Primer for the Nuclear Age*, Graham T. Allison et al., eds. Lanham, MD: University Press of America, CSIA Occasional Paper, no.6 (1990).
- “Testing Weapons in Space.” *Scientific American*, July 1989.
- “The Relationship Between the Defense and Commercial Technology Bases.” Testimony at Hearings on National Defense Authorization Act for FY90 (HR2461), H.A.S.C. Hearings Report, Serial No. 101-10, February 1989.
- “Underlying Military Objectives” and “Limitations and Allowances for Space-Based Weapons.” In *Defending Deterrence: Managing the ABM Treaty Regime into the 21st Century*, An American Academy of Arts and Sciences Study, Antonia Chayes and Paul Doty, eds. Pergamon-Brassey, 1989.
- “Telecommunications Policy and National Security.” In *Changing the Rules: Technological Change, International Competition, and Regulation in Communications*, Robert Crandall and Kenneth Flamm, eds. Washington, DC: The Brookings Institution, 1989.
- “Permitted and Prohibited Space Testing Under the ABM Treaty.” In *Technologies for Security and Arms Control: Threats and Promises*, ed. Eric H. Arnett. American Association for the Advancement of Science, 1989.
- “Analyzing the Dual Use Technologies Question.” Harvard University, Science, Technology, and Public Policy Program Discussion Paper 89, no. 5 (1989).
- “A New Era in Science Advising.” *Science and Technology Advice to the President, Congress, and Judiciary*, William T. Golden, ed. Pergamon, 1988.
- “Nuclear Command and Control: The Next Thirty Years of Technological Change.” With John S. Quilty and Charles A. Zraket. In *The Future of Nuclear Weapons: The Next Thirty Years*. Los Alamos National Laboratory, 1988.
- “The Structure of Possible U.S.-Soviet Agreements Regarding Missile Defense.” In *On the Defensive?: The Future of SDI*, Joseph S. Nye, Jr. and James A. Schear, eds. Lanham, MD: University Press of America, 1988.
- “Permitted and Prohibited Space Testing Under the ABM Treaty.” Testimony before the Special Panel on the Strategic Defense Initiative, *Hearings Before the Strategic Defense Initiative Panel of the Committee on Armed Services, U.S. House of Representatives* (100th Congress, 2nd Session), 29 September 1988.
- Crisis Stability and Nuclear War* (with others). American Academy of Arts and Sciences and the Cornell University Peace Studies Program, January 1987.
- “Current and Future Military Uses of Space.” In *Seeking Stability in Space: Anti-Satellite Weapons and the Evolving Space Regime*, Joseph S. Nye, Jr. and James A. Schear, eds. Lanham, MD: University Press of America, 1987.

PUBLICATIONS *(continued)*

- “Interpreting the ABM Treaty: Agreed Limitations on Military Activities in Space.” *Proceedings of the Thirty-Seventh Pugwash Conference on Science and World Affairs*, Gmunden am Traunsee Austria, 1-6 September 1987.
- “Military Uses of Space.” In *The High Technologies and Reducing the Risk of War*, H. Guyford Stever and Heinz R. Pagels, eds. *Annals of the New York Academy of Sciences* 489, (1986).
- “The Relationship of ASAT and BMD Systems.” *Daedalus* (Spring 1985).
- “The Strategic Defense Initiative.” Hearings before the Committee on Armed Services, United States Senate (99th Congress, 1st session). 18 March 1985, *Department of Defense Authorization for Appropriations for Fiscal Year 1986*, Part 7 (Strategic and Theater Nuclear Forces), 4021-4036.
- “Command and Control of Nuclear War.” *Scientific American* (January 1985).
- “Satellites and Anti-Satellites: The Limits of the Possible.” *International Security* 10, no. 4, (Spring 1984).
- “CP Violation in B-Meson Decays.” With A.I. Sanda, *Physical Review D* 23, no. 7 (April 1981): 1567-1579.
- “CP Nonconservation in Cascade Decays of B Mesons.” With A.I. Sanda. *Physical Review Letters* 45, no. 12 (September 1980): 952-954.
- “Perturbative QCD in a Covariant Gauge.” With C.H. Llewellyn Smith. *Nuclear Physics*, B162 (1980): 397-439.
- “Weak $\Delta I = 1/2$ Rule and the Dynamical Higgs Mechanism.” With Heinz Pagels. *Physical Review Letters* 43, no. 25 (December 1979): 1845-1847.
- “Polarization of Prompt Muons Produced at $R_L = 2.15$ GeV/c by 400-GeV Proton Interactions.” With M.J. Lauterbach, et al. *Physical Review Letters* 37, no. 21 (November 1976): 1436-1438.
- “Polarization of Prompt Muons.” With R.K. Adair, et al. *Physical Review Letters* 36, no. 17 (April 1976): 1011-1013.
- “Production of Prompt Muons in the Forward Direction by 400-GeV Proton Interactions.” With R.K. Adair, et al. *Physical Review Letters* 35, no. 24 (December 1975): 1613-1616.
- “Quarks, Charm and the Psi Particle.” *Yale Scientific*. 50 no. 1 (October 1975).

JAMES R. CLAPPER

Mr. Clapper has over 35 years of experience in intelligence. He has served and worked at virtually every level and in all phases of intelligence—desk analyst, watch officer, staff officer, field collector, commander at detachment, Wing, and Center levels, Director of Intelligence of three of the war-fighting commands, service intelligence chief, and agency director. He retired from the Air Force on 1 Sep 95 as a Lieutenant General after a four-year tour as Director of the Defense Intelligence Agency. Since his retirement, he has served successively as Executive Vice President of Vredenburg, a systems acquisition services company headquartered in Reston Virginia; Executive Director, Military Intelligence, for Booz Allen & Hamilton, McLean, VA; and now as Director of Intelligence Programs for SRA, International. He was a senior member of the Downing Assessment Task Force, which investigated the terrorist bombing of Khobar Towers in June 1996.

EDUCATION

Joint Military Intelligence College, Honorary Doctorate in Strategic Intelligence, 1995
Harvard program for Senior Executives in National and International Security, and Harvard Defense Policy Seminar, 1990
National War College, 1979
Armed Forces Staff College, 1975
M.A. (Political Science), St. Mary's University, San Antonio, TX, 1969
B.S. (Government & Politics), University of Maryland, 1963

EXPERIENCE

SRA International, Inc., Fairfax, VA, 1998 to present. Director, Intelligence Programs.

- Responsible for leadership and direction of all SRA International intelligence programs with market thrusts across the entire US intelligence community.

Booz-Allen & Hamilton, Inc., McLean, VA, 1997 to 1998. Executive Director, Military Intelligence Programs.

- Responsible for leadership and direction of Booz Allen & Hamilton support to military intelligence; led staff of approximately 100 in 12 locations from Norfolk to Hawaii, with a business base of approximately 12M annually.

Vredenburg, Inc., Reston, VA, 1995 to 1996. Executive Vice President and member of the Board of Directors.

- Responsible to President of Company for overall management and direction of company of 180 employees, with an annual revenue of approximately \$19M. Brokered Vredenburg's entrée into the intelligence market, and led marketing efforts with international clients.

Downing Assessment Task Force, Pentagon, Washington, DC, June to Sept. 1996. Deputy Director/Senior Intelligence Officer.

- Appointed by the Secretary of Defense to participate in the investigation of the Khobar Towers bombing in Saudi Arabia in June 1996.

Defense Intelligence Agency, Pentagon, Washington, DC, 1991, to 1995. Director.

- The senior uniformed military intelligence officer in the Department of Defense; responsible to the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the Director of Central Intelligence for the entire spectrum of military intelligence support.
- Manager of the General Defense Intelligence Program, which provides military intelligence resources for, inter alia, the Defense Intelligence Agency, the Military Department production agencies, and the unified commands.
- Chairman of the Military Intelligence Board, which performed as the senior military intelligence coordinating body for intelligence operations, crisis support, programs, and substantive production issues.

U.S. Air Force, HQS, USAF, Pentagon, Washington, DC, 1990 to 1991. Assistant Chief of Staff, Intelligence.

- Senior Intelligence Officer of the US Air Force, responsible for the organization, training, and equipping of all Air Force intelligence resources.
- Directly supported the Secretary of the Air Force and the USAF Chief of Staff on a daily basis during DESERT SHIELD/DESERT STORM.
- Led executive planning for profound re-organization of Air Force intelligence, which resulted in establishment of the Air Force Intelligence Command, and a vastly reduced intelligence staff at HQS Air Force

U.S. Air Force, 1985 to 1990. Director of Intelligence for three war-fighting commands: U.S. Forces. Korea; Pacific Command; and Strategic Air Command.

- Responsible to respective Commanders-in-Chief for all intelligence matters in their theaters of operations.
- Supervised theater level intelligence operations and intelligence production.

U.S. Air Force, Patrick AFB, Florida, 1984 to 1985. Commander, Air Force Technical Applications Center.

- Led AFTAC, a globally-dispersed Command, responsible for monitoring compliance with nuclear test-ban treaties, proliferation trends, and related functions.

U.S. Air Force, HQS USAF, Pentagon, Washington, DC, 1981 to 1984. Director of Intelligence Plans and Systems.

- Responsible to the Assistant Chief of Staff, Intelligence for management of Air Force intelligence resources—manpower, funding, and systems, in all programmatic aggregations, both NFIP and TIARA.

U.S. Air Force, Ft. Meade, MD, 1980 to 1981. Commander, 6940th Electronic Security Wing.

- Commanded largest Wing in Electronic Security Command.
- Served as direct personal liaison between Commander, ESC, and Director, NSA, as well as HQS USAF.

U.S. Air Force, 1963-1980. Air Force Intelligence Officer.

- Served in a wide variety of intelligence positions of progressively increasing scope and responsibility, including two one-year tours of duty in the Southeast Asia conflict. These included analyst, watch officer, aide to the commander, detachment commander (flying 73 combat support reconnaissance missions over Laos and Cambodia), Military Assistant to the Director of NSA, staff officer at Air Force Systems Command and on the staff of the Commander in Chief Pacific.

OTHER EXPERIENCE/ADDITIONAL POSITIONS HELD

Member, Military Industrial Panel, which conducted Dual-Use Technology Study, under aegis of Potomac Institute for Policy Studies, on behalf of OSD

Member, Secretary of Defense Threat Reduction Advisory Council and Chairman of its Intelligence Panel

Member, NSA Advisory Board; chaired Panel which conducted two landmark studies for the Congress on Conventional Collection and Digital Network Intelligence

Consultant to the House Permanent Select Committee on Intelligence, the former Defense Airborne Reconnaissance Office, and the Defense Science Board

Vice Chairman, Panel to Assess Domestic Response Capabilities to Terrorist Incidents Involving Weapons of Mass Destruction, chaired by Governor Gilmore of Virginia

Member, The Council on U.S. Korean Security Studies

HONORS AND AWARDS

Presidentially conferred National Security Medal
Two National Intelligence Distinguished Service Medals
Two Defense Distinguished Service Medals

Air Force Distinguished Service Medal
Numerous other Military Awards and Decorations, including awards from the governments of
France and the Republic of Korea
NAACP National Distinguished Service Award

PROFESSIONAL AFFILIATIONS

President, Security Affairs Support Association

Member of the Boards of Directors of the National Cryptologic Museum Foundation, the Joint
Military Intelligence College Foundations, and the National Military Intelligence Association

Member of the Armed Forces Communications Electronic Association, and former member of its
Intelligence Committee

Consultant and senior advisor to several companies

SPEECHES

Adjunct Professor, Joint Military Intelligence College; regular guest lecturer at the Armed Forces
Staff College. Frequent lecturer on intelligence issues related to the Korean peninsula, and
terrorism.

J. MICHAEL GILMORE

Dr. Gilmore is assuming duties as the Director of Operational Test and Evaluation. In this role he is the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology and Logistics for all matters related to operational test and evaluation within the Department.

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Education

- 1980 Ph.D. Nuclear Engineering, University of Wisconsin, Madison, Wisconsin
- 1978 M.S. Nuclear Engineering, University of Wisconsin, Madison, Wisconsin
- 1976 B.Sc. Physics, Massachusetts Institute of Technology, Cambridge, Massachusetts

Work Experience

- 2001-2009 Assistant Director for National Security, Congressional Budget Office (CBO). Responsible for CBO's National Security Division, which performs analyses of major policy and program issues in national defense, international affairs, and veterans affairs. Specific areas of investigation include the long-term implications of current defense policies and programs, the implications of transformation for equipping and operating U.S. military forces, the effectiveness and costs of alternative approaches to modernizing U.S. military forces, and the resource demands associated with operating and supporting U.S. military forces.
- 1994-2001 Deputy Director, General Purpose Programs, Office of the Secretary of Defense, Program Analysis and Evaluation (OSD(PA&E)). Responsible for developing, formulating, and implementing Secretary of Defense policies on all aspects of Department of Defense general purpose programs, including analyzing the operational effectiveness and costs of U.S. conventional military forces and supporting programs.
- 1993-1994 Division Director, Operations Analysis and Procurement Planning, Office of the Deputy Director, Resource Analysis, OSD(PA&E). Responsible for performing independent analyses of the costs of major defense acquisition programs.
- 1990-1993 Analyst, Strategic Defensive and Space Programs Division, Office of the Deputy Director, Strategic and Space Programs, OSD(PA&E). Developed alternatives to and performed independent assessments of the operational effectiveness and costs of national and theater missile defense programs, as well as strategic command, control, and communications programs.
- 1989-1990 Analyst, Falcon Associates, McLean Virginia. Performed analyses of the effectiveness of missile defense and command and control programs for sponsors within the Department of Defense.

- 1985-1989 Analyst, and later Manager, Electronic Systems Company Analysis, McDonnell Douglas Washington Studies and Analysis Group. Directed and performed analyses of the effectiveness of strategic and tactical command and control programs for sponsors within McDonnell Douglas Corporation and the Department of Defense.
- 1981-1985 Scientist, magnetic fusion energy program, Lawrence Livermore National Laboratory, Livermore California. Developed computational models of the performance of magnetic fusion energy concepts and experiments.

Michele A. Flournoy



ASSOCIATED RESEARCH FOCUS:

Defense Policy
International Security

ASSOCIATED PROGRAMS:

International Security Program

EXPERTISE:

Defense strategy and policy; interagency reform;
war on terrorism; U.S. military forces and
operations; post-conflict reconstruction;
proliferation of nuclear, chemical, and biological
weapons; European defense integration

Michele Flournoy is a senior associate at CSIS. In January 2007, she cofounded and was named president of the Center for a New American Security (CNAS), a venture dedicated to advancing a strong, centrist national security strategy. Prior to joining CNAS, she was a senior adviser at CSIS, where she worked on a broad range of defense policy and international security issues.

Previously, she was a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU), where she founded and led the university's Quadrennial Defense Review (QDR) working group, which was chartered by the chairman of the Joint Chiefs of Staff to develop intellectual capital in preparation for the Department of Defense's 2001 QDR.

Prior to joining NDU, she was dual-hatted as principal deputy assistant secretary of defense for strategy and threat reduction and deputy assistant secretary of defense for strategy. In that capacity, she oversaw three policy offices in the Office of the Secretary of Defense: Strategy; Requirements, Plans, and Counter proliferation; and Russia, Ukraine, and Eurasian Affairs.

Ms. Flournoy was awarded the Secretary of Defense Medal for Outstanding Public Service in 1996, the Department of Defense Medal for Distinguished Public Service in 1998, and the Chairman of the Joint Chiefs of Staff's Joint Distinguished Civilian Service Award in 2000. In addition to several edited volumes and reports, she has authored dozens of articles on international security issues.

Ms. Flournoy holds a B.A. in social studies from Harvard University and an M.Litt. in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar. She is a member of the Aspen Strategy Group, the Council on Foreign Relations, the International Institute of Strategic Studies, and the Executive Board of Women in International Security. She is a former member of the Defense Policy Board and the Defense Science Board Task Force on Transformation.



Christine H. Fox

President, The Center for Naval Analyses

Christine H. Fox is currently the President of the Center for Naval Analyses, a Federally Funded Research and Development Center (FFRDC), that pioneered the field of operations analysis in support of the U.S. Navy during World War II. As President, Center for Naval Analyses, she serves as the scientific analyst to the Chief of Naval Operations. Prior to her appointment as President, Ms. Fox was the Vice President and Director, of CNA's Operations Evaluation Group (OEG), responsible for approximately 40 field representatives based around the world and 45 Washington-based analysts whose analytical focus is on helping operational commanders execute their missions.



Ms. Fox joined CNA in 1981 as an analyst in the Air Warfare Division, and throughout her career, has held positions of successive responsibility in the company. She has been a project director, program director, and team leader of several groups that concentrated on studies of Navy and Marine Corps operations, tactics, and capabilities. She also served as a department director, responsible for hiring and training approximately 50 analysts and field representatives working on issues related to air warfare. During her tenure as a program director, she managed the CNA Sea Power Forum, an annual meeting of top defense officials, media representatives, and military analysts to discuss and debate current military events. As a research manager, Ms. Fox was responsible for overseeing CNA's analysis of real-world operations, including the operations in Bosnia and Kosovo in the 1990s, the operation in Afghanistan in response to the September 11 attacks, and the operation in Iraq in early 2003. Early in her career, Ms. Fox was CNA's field representative to Fighter Airborne Early Warning Wing, U.S. Pacific Fleet, Tactical Training Group, Pacific, and Commander, Third Fleet.

From 2003-2004, Ms. Fox served as a member of NASA's Return to Flight Task Group under the leadership of Tom Stafford and Dick Covey. Ms. Fox was tapped to serve on this Task Group chartered by NASA's Administrator to certify to him that NASA has met the Return to Flight recommendations made by the Columbia Accident Investigation Board.

Ms. Fox is a member of the Council on Foreign Relations and serves on the Advisory Board of the Applied Physics Laboratory, University of Washington.

Ms. Fox holds an M.S. in Applied Mathematics, George Mason University, and a B.S. in Mathematics, George Mason University.

Honorable Robert F. Hale

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Executive Director, American Society of Military Comptrollers (2005-present)

Currently managing all aspects of a professional association with 18,000 members. Created an "easy-access" program of professional development, using internet and audio approaches to meet new training needs. Significantly improved content of Society's quarterly journal and its annual conference (a premier defense training event). Successfully implemented major automation improvements at Society headquarters. Improved organization's profitability without raising member dues.

Assistant Secretary (Financial Management and Comptroller), United States Air Force (1994-2001)

Nominated by the President and confirmed by the Senate, the Honorable Robert F. Hale managed all aspects of Air Force financial management. Oversaw creation and defense of seven budgets and associated supplementals that successfully met critical Air Force resource needs, both in peacetime and during the Bosnian war. Worked successfully to involve all key personnel in the budget process, especially those in the Secretariat. Streamlined Air Force financial business processes by overseeing implementation of three new automated systems and shepherding implementation of four major multi-service systems. Sharply reduced anti-deficiency act cases and credit card delinquencies by devoting personal attention to these problem areas. Accomplished first full audit of an Air Force financial statement. Created a new office to improve base-level financial services. Also spearheaded creation of a new certification program for defense financial managers, which has now become an important part of their training. Longest serving Assistant Secretary in the history of the office.

Assistant Director for National Security, Congressional Budget Office (CBO) (1980-1994)

Headed a staff of 20 that provided defense policy analyses on issues of budgetary significance. Produced 10 to 15 high-quality reports a year at request of Congressional committees, more than any division at Congressional Budget Office. Testified frequently before Congressional committees and achieved reputation as an expert on all aspects of the defense budget. Chairman of the Senate Budget Committee stated in the Congressional Record that "The studies and analyses produced by Bob Hale and his talented staff at CBO's National Security Division have been invaluable in the committee's deliberations..."

Program Director and Consultant, LMI Government Consulting (2001-2005)

Served as program director for a group of about 20 professionals providing consulting services to federal agencies on acquisition topics. Inherited a group that was not productive or profitable. Instituted major changes in business processes that brought in new, high-quality business and rendered the group profitable within a year. Also consulted for federal agencies on financial issues.

Deputy Director, Principal Analyst and Analyst, Congressional Budget Office (CBO) (1975-1980); Analyst, Center for Naval Analyses (CNA) (1972-1975)

Served as deputy director of CBO's National Security Division and earlier as a principal analyst and analyst, focusing on defense manpower issues and their budgetary implications. While at the Center for Naval Analyses, oversaw a study of oceanographic assets and analyzed defense manpower issues.

Officer, United States Navy (active duty 1969-1972, reserve duty 1972-1976)

After graduating with distinction from the Navy's Officer Candidate School, served in Okinawa in plant maintenance and operational areas for the Naval Security Group and then at the headquarters of the Security Group. While on reserve duty, served primarily as a computer programmer for Naval Security Group.

Memberships and Awards

Fellow, National Academy of Public Administration (elected 2001)
Member, Defense Business Board (2002-2007)
Member, Task Force on the Future of Military Health Care (2007)
Air Force Distinguished Service Award
Certified Defense Financial Manager with acquisition specialty (CDFM-A)

Education

MBA, George Washington University (1976)
MS in operations research, Stanford University (1969)
BS with honors in statistics, Stanford University (1968)

Frank Kendall III, Nominee for Deputy Under Secretary of Defense for Acquisition and Technology, Department of Defense

Frank Kendall is currently a Managing Partner at Renaissance Strategic Advisors, an Arlington, Virginia based aerospace and defense sector consulting firm. Mr. Kendall has over 35 years of experience in engineering, management, defense acquisition and national security affairs in private industry, government and the military.

For the past decade Mr. Kendall has been a consultant to defense industry firms, non-profit research organizations, and the Department of Defense in the areas of strategic planning, engineering management, and technology assessment. For the past several years Mr. Kendall has also been very active as an attorney in the field of human rights, working primarily on a pro bono basis. He has worked with Amnesty International USA, where he is currently a member of the Board of Directors, Human Rights First, for whom he has been an observer at Guantanamo, and for the Tahirih Justice Center, where he is currently Chair of the Board of Directors.

Within government, Mr. Kendall held the position of Director of Tactical Warfare Programs in the Office of the Secretary of Defense and the position of Assistant Deputy Under Secretary of Defense for Strategic Defense Systems. Mr. Kendall was Vice President of Engineering for Raytheon Co., where he was responsible for management direction to the engineering functions throughout the company and for internal research and development. Mr. Kendall also spent ten years on active duty with the Army, serving as a Battery Commander in Germany, as an Assistant Professor of Engineering at West Point, and in research and development positions. Mr. Kendall is a former member of the Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board and he is currently a consultant to the Defense Science Board and a Senior Advisor to the Center for Strategic and International Studies.

Mr. Kendall was born in Pittsfield, MA. He is a Distinguished Graduate of the U.S. Military Academy at West Point and he holds a Masters Degree in Aerospace Engineering from California Institute of Technology, a Master of Business Administration Degree from C.W Post Center of Long Island University, and a Juris Doctoris from Georgetown University Law Center. Mr. Kendall is licensed to practice law in VA and NY. (b)(6)

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Zachary J. Lemnios – *Biography*



Zachary J. Lemnios is Chief Technology Officer at MIT Lincoln Laboratory. He is responsible for coordinating technology strategy across the Laboratory and for establishing and growing strategic external relationships to support current and future Laboratory missions. These strategic technology efforts include collaboration with MIT Campus to develop and leverage research projects in support of defense and related activities. He is a member of the Director's Office Staff and Laboratory Steering Committee.

At Lincoln Laboratory, Mr. Lemnios has served as Assistant Division Head of the Solid State Division, a member of the Senior Management Council, and co-chair of the New Technology Initiatives Board. As a Senior Staff member in the Solid State Division, he led efforts to develop novel system applications for a broad range of materials including CMOS/SOI, SiC, GaN, AlGaN and GaAs. He also developed and inserted advanced microelectronics technology into performance-driven DoD applications.

During 2003–2005, Mr. Lemnios was Director of the Defense Advanced Research Projects Agency (DARPA) Microsystems Technology Office, responsible for developing and implementing the strategic vision and technical plans for the office and for transitioning those elements to the Department of Defense. From April 2002 to July 2003, he was the Deputy Director of the Information Processing Technology Office, where he was instrumental in developing and launching a new DARPA direction in cognitive systems.

Prior to joining Lincoln Laboratory, Mr. Lemnios was Assistant Director of the Electronics Technology Office, also at DARPA, and led the development and insertion of advanced microelectronics into many DoD systems. In addition to launching national research initiatives in advanced microelectronics, he sponsored the development of the first 250 nm CMOS/bulk and SOI

manufacturing technology base. His further support of wideband and high linearity analog-to-digital converters resulted in key system insertions for critical DoD applications.

Within industry, Mr. Lemnios has held various positions at Hughes Aircraft Company, Westinghouse Electric Corporation, and Ford Microelectronics, Inc. He has served on numerous DoD, industry, and academic committees, including various Defense Science Board studies, the DARPA Information Science and Technology Study Group, and the DARPA Defense Science Research Council.

He holds a BSEE degree from the University of Michigan and an MSEE degree from Washington University in St. Louis, and attended the Harvard Kennedy School of Government Program for Senior Executives in National and International Security. He is also a Senior Member of the IEEE, has authored over 40 papers, holds 4 patents, and has been awarded the Office of the Secretary of Defense Medal for Exceptional Public Service.



Customer Success Is Our Mission

William J. Lynn
Senior Vice President
Government Operations
and Strategy

Raytheon Company
1100 Wilson Boulevard
Arlington, Virginia
22209 USA
703.525.1550



Biography

The Honorable **William J. Lynn** is senior vice president of Government Operations and Strategy at Raytheon Company. He was elected an officer of the company in May 2005. Raytheon Company (NYSE: RTN), with 2007 sales of \$21.3 billion, is a technology leader specializing in defense, homeland security and other government markets throughout the world. With headquarters in Waltham, Mass., Raytheon employs 72,000 people worldwide.

Lynn's responsibilities include company liaison with the executive and legislative branches of the federal government, as well as state and local government relations. He also directs the corporate strategy office, where he is responsible for the development of companywide strategic plans.

Lynn joined Raytheon in August 2002 from DFI International, a Washington-based management consulting firm, where he was executive vice president. Prior to joining DFI in 2001, Lynn served four years as the Under Secretary of Defense (Comptroller). In that position, he was the chief financial officer for the Department of Defense (DoD) and the principal advisor to the Secretary of Defense for all budgetary and fiscal matters. From 1993 to 1997, Lynn was the director of program analysis and evaluation in the Office of the Secretary of Defense,

where he oversaw all aspects of the DoD's strategic planning process.

Lynn was awarded three DoD medals for distinguished public service, the Joint Distinguished Civilian Service Award from the Chairman of the Joint Chiefs of Staff and awards from the Army, Navy and Air Force. He also received the 2000 Distinguished Federal Leadership Award from the Association of Government Accountants for his efforts to improve defense accounting practices.

Before entering the DoD in 1993, Lynn served for six years on the staff of Senator Edward Kennedy as liaison to the Senate Armed Services Committee. Prior to 1987, he was a senior fellow at the National Defense University and was on the professional staff of the Institute for Defense Analyses. From 1982 to 1985, he served as the executive director of the Defense Organization Project at the Center for Strategic and International Studies.

A graduate of Dartmouth College, Lynn has a law degree from Cornell Law School and a master's in public affairs from the Woodrow Wilson School at Princeton University. His publications include a book, *Toward a More Effective Defense*, as well as articles in various newspapers and professional journals.

Dennis M. McCarthy

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Education

University of Dayton BA 1967

Capital University Law School JD 1975

- Admitted to practice in Ohio (State and Federal Courts) and before the U. S. Supreme Court

Employment

1967 – 1978: Active duty, U. S. Marine Corps (including combat service in Vietnam)

1978 – 1999: Private law practice, Columbus Ohio (while maintaining an active career in the Marine Corps Reserve that included multiple re-calls to active duty)

- Adjunct Faculty member, Capital University Law School
- Lecturer at National, State and local continuing legal education programs
- Author of law-related articles and text book chapters
- Board member of numerous professional associations and societies
- Military assignments:
 - Infantry commands
 - Commander, Joint Task Force Chile
 - Commanding General, Marine Corps Reserve Support Command
 - Deputy CG, First Marine Expeditionary Force
 - Commanding General, Third Marine Division, Japan
 - Member, Reserve Forces Policy Board

1999 – 2005: Active duty, U. S. Marine Corps

- Director of Operations and Plans, U. S. Atlantic Command, Norfolk, VA
- Director of Reserve Affairs, Headquarters U. S. Marine Corps
- Commander, Marine Forces Reserve, New Orleans, LA
 - Concurrently assigned as Commander, Marine Forces North, New Orleans, LA/Colorado Springs, CO
- Senior Marine Officer in the Gulf Coast region; frequent host or representative of the Commandant at civilian and military events

2005 – Present: Executive Director, Reserve Officers Association of the United States (One Constitution Ave. NE, Washington, D.C.)

- Member of the Board, Rivada Networks (a privately held defense contractor)
- Vice Chairman of the Board and Lead Director, Medifast Inc. (MED)
- Leader in Residence, Franklin University Leadership Center

Dennis M. McCarthy

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Employment summaries

Private law practice: I was a partner in several firms. I practiced exclusively in the area of civil litigation on behalf of plaintiffs in tort and contract cases. I was an active member of the Ohio Academy of Trial Lawyers, the Association of Trial Lawyers of America, and the American Board of Trial Advocates.

U. S. Marine Corps: I was an active "traditional reservist" in various infantry units and was recalled to active duty for Desert Shield/Desert Storm and on several subsequent occasions. From 1984 until my retirement in 2005, I was privileged to command eight (8) different Marine Corps or Joint organizations for a total of 161 months. My focus in each of those commands was accomplishing assigned missions by supporting the people and their families who comprised the real strength of the organization. I returned to full time active duty in 1999 and was in the original group of 3-star reserve chiefs. I was the first Reserve to command Marine Forces Reserve.

Reserve Officers Association: Immediately after giving up command of the Marine Corps Reserve in 2005, I became Executive Director of ROA. This 67,000 member organization is chartered by Congress to "support and promote ... a military policy for the United States that will provide adequate national security." In this capacity I have provided input to Congress and the Department of Defense on issues of importance to the sustainment of the all volunteer force, an effort in which the reserve components play an indispensable role. I have published a number of articles on issues important to the Reserve and National Guard, and have worked closely with the Commission on National Guard and Reserves and other groups studying reserve component issues.

I can provide references upon request. I am anxious to explore the possibility of serving at this critical time in our nation's history.

MICHAEL J. McCORD

CONTACT INFORMATION

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Office Address: U.S. Senate, Committee on Armed Services
228 Russell Senate Office Building, Washington DC, 20510
Telephone: (Office) 202-224-7328 (Blackberry) 202-257-7531
E-mail: Mike_McCord@armed-services.senate.gov

Transition Team Address:

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POSITION SOUGHT: *Under Secretary of Defense (Comptroller), Department of Defense.*
I believe I could be most helpful to the Obama Administration working with the Secretary of Defense to make the "big-picture" tradeoff decisions required to balance the U.S. defense program's priorities and shortfalls, including providing expert analysis of the costs of proposed force structure, compensation, or weapons programs initiatives, and working with OMB and the Congress to integrate defense funding needs into government-wide national security and budget plans.

AREAS OF EXPERTISE: 24 years of experience in defense budget and program analysis, the federal budget process, the interaction between defense spending and the overall federal budget, and projecting war/disaster supplemental costs; 12 years of experience in military basing and installation issues including military construction, base closure, housing and utility privatization; 9 years of experience in military readiness, training, and equipment maintenance issues.

SOME ACHIEVEMENTS

- I carried out the program and budget review work and developed the five-year defense budget authority and outlay levels to fund the post-Cold War strategy Senator Sam Nunn proposed in 1990, which was incorporated into the 1990 budget summit agreement as the guide for the post-Cold War defense drawdown. In carrying out this analysis, I performed a quick-turnaround, scaled-down solo version of the DOD program and budget cycles.
- I created the legislation setting forth the terms of the public-private competition for tens of thousands of aircraft maintenance jobs at the Kelly and McClellan Air Force Bases affected by the 1995 base closure round, in a way that was fair to and accepted by both public and private sectors, in lieu of the privatization-in-place proposed by the Clinton Administration.
- Working over five years with Senators Levin, McCain and Robb, I was the lead author and Senate negotiator of the legislation creating the 2005 base closure round.

- I was the lead Senate staff negotiator for the enactment, in the FY2001 defense authorization bill, of the Energy Employees Occupational Illness Compensation Program, a new benefit for Department of Energy employees exposed to radioactive or other hazardous substances as part of their work for the government. During this complex negotiation I worked extensively with the Energy and Health, Education, Labor and Pensions committees.
- I was the lead author of the September 2003 House Budget Committee Democratic staff analysis that estimated the potential long-term cost of the war in Iraq, including occupation and reconstruction costs, under three different scenarios.
- I co-authored legislation setting out procedures under which the Department of Defense privatizes its utility systems and in 2000 I negotiated an update to this legislation which rejected a House proposal to eliminate competition in the privatization of these systems.
- I drafted legislation that directed, and provided oversight of the implementation of, the successful sale of the Naval Petroleum Reserve at Elk Hills, at that time the largest privatization in U.S. government history.
- I played a key role in writing both the fiscal policy chapters and the 10-year balanced budget plan for the Center for Strategic and International Studies *Strengthening of America* report released in September, 1992. This report served as the basis for subsequent work on tax reform and entitlement programs, such as the USA Tax Act of 1995, also known as the Nunn-Domenici Unlimited Savings Allowance (USA) tax proposal, which I helped develop.

PROFESSIONAL EXPERIENCE

SENATE ARMED SERVICES COMMITTEE, 1987-2002 and 2004-present.
Majority Professional Staff member, 1987-1994, 2001-2002, and 2007-2008
Minority Professional Staff member, 1995-2000 and 2004-2006

I serve on the Democratic staff of the full committee and also serve as the lead Democratic staff on the Subcommittee on Readiness and Management Support.

Full Committee Experience: Since 1987 I have been the lead staffer, under Senators Nunn (1987-1996) and Levin (1997-present), for budget review for the Democratic staff. I serve as lead staff analyst for both the overall defense budget and the Quadrennial Defense Review. I analyze and develop policy options for the defense budget at the aggregate level and for resource allocation (in particular our major cuts and adds) among our six subcommittees during the annual budget process.

I am responsible for all issues related to proposals, including alternative proposed by others, to increase or reduce the defense "topline". This includes any defense funding issues in the annual Budget Resolution process, including the defense/non-defense "firewalls" issue. I manage our funding levels for compliance with applicable discretionary budget targets and mandatory PAYGO ceilings. I advise the Committee and draft legislation on fiscal and budget policy issues, including reconciliation instructions.

I also handle certain DOD outsourcing and financial management issues including asset sales, leasing, and the cash and policy management of the Department's working capital funds, and public-private competitions for equipment maintenance as well as some A-76 competitions.

I serve as the Armed Services Committee's liaison to and coordinator with the Appropriations Committee, including the Subcommittees on Defense and on Military Construction and Veterans Affairs, and with the Budget Committees. I also have extensive experience working with other congressional committees (in particular the Senate Committee on Energy and Natural Resources) and non-defense agencies, including the General Services Administration and the Department of the Interior, on interagency issues affecting facilities, energy, public lands and real property, and the use of the electromagnetic spectrum.

In carrying out my SASC duties I have traveled extensively and met with military personnel at all levels, including major command and combatant commanders worldwide, to gather first-hand information at military installations in Iraq, Afghanistan, Kuwait, the UAE, Bahrain, Qatar, Djibouti, Germany, Italy, the United Kingdom, Spain, Portugal, Romania, Bulgaria, Turkey, Bosnia, Kosovo, NATO headquarters, Japan, South Korea, Guam, Panama, Guantanamo Bay and the United States.

Subcommittee Experience: At the subcommittee level, since 1997 I have been responsible, working with Senators Glenn, Robb, and Akaka, for installation matters including construction or leasing of new military facilities, maintenance of existing facilities, base closure, land and property disposal issues, DOD use of public lands, and privatization of DOD family housing and utilities. I have played a lead role in stopping efforts in the Congress to remove the Defense Department's ability to exercise the right of eminent domain to acquire lands necessary for military training. At the same time, I have also been a leader in creating programs to allow the Department to partner with public and private entities to create buffer zones around military installations to protect the environment while enhancing training. I negotiated language authorizing DOD's major uses of withdrawn public lands, such as Nellis AFB, NAS Fallon, and the Goldwater Range.

During 1995-2001 and 2005-2006, I was also responsible for oversight of over \$100 billion in annual DOD operation and maintenance funding and related policy matters affecting military readiness issues including training, management of the supply system that provides spare parts, operating tempo issues, contingency operations funding, and equipment maintenance.

COMMITTEE ON THE BUDGET, U.S. HOUSE OF REPRESENTATIVES, Budget Analyst, 2003. During 2003 I served as the budget analyst for defense and veterans issues for the Democratic staff of the House Budget Committee. I also assisted the Ranking Member of the Committee, Rep. John Spratt, on defense budget and policy issues related to Rep. Spratt's responsibilities as Assistant to the Democratic Leader and as a member of the House Armed Services Committee. I provided information and analyses on defense and veterans issues for the Budget Committee and also for the Democratic Caucus. I analyzed funding and policy issues related to the wars in Iraq and Afghanistan and participated in creating the Democratic alternative to the budget resolution and Democratic legislation to address the needs of military personnel and veterans.

CONGRESSIONAL BUDGET OFFICE, Budget Analysis Division, Assistant Analyst, 1985-1986 I developed the official CBO estimates of the cost of legislation affecting military personnel programs including changes in active and reserve component manyears and end strength levels as well as changes in pay raises, bonuses, special and incentive pays, and education benefits. I was also responsible for cost estimates for legislation affecting military retirement, including near-term

changes to cost of living allowances and long-term benefit changes affecting accrual rates. I developed a model to calculate the impact of Gramm-Rudman-Hollings sequesters on military personnel levels.

OBAMA TRANSITION TEAM EXPERIENCE

I am a member of the President-Elect's Transition Team serving on the Department of Defense Agency Review Team. I am a core member of the Budget Group responsible for assessing fiscal year 2009 and 2010 war-related spending needs, identifying fiscal year 2010 "base budget" program and fiscal issues to be addressed by the incoming Obama Administration, and analyzing the current programming and budgeting processes of the Defense Department. I am also assessing other DOD-wide and service-specific issues, including military readiness and installation matters.

PRESIDENTIAL CAMPAIGN EXPERIENCE

OBAMA CAMPAIGN: I served on the Defense Policy team led by Peter Singer and was active in the Defense Budget and other groups. Among my key duties were developing cost estimates of both Obama and McCain campaign defense proposals. Prior to my formal membership on this team, I provided advice on an informal basis to the campaign, working through Mark Lippert and Denis McDonough. I also canvassed for Obama/Biden and knocked on several hundred doors in Ohio during the final week before the November, 2008 election.

KERRY CAMPAIGN: I served on Senator Kerry's 2004 campaign Defense Task Force as co-leader of the Budget issue team and as a member of the Personnel and Force Design issue teams, and also canvassed in Ohio in October and November 2004.

EDUCATION

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA
Master of Arts in Public Policy Analysis, 1984

My specialization was public finance. My studies included microeconomics, macroeconomics, public sector accounting, econometrics, quantitative policy modeling including linear programming, political analysis, fiscal policy, and the analysis of voting systems.

THE OHIO STATE UNIVERSITY, Columbus, OH
Bachelor of Arts in Economics with honors, 1981

I studied economic theory, econometrics, statistics, linear algebra, political science and accounting.

Undergraduate honors included induction in Phi Beta Kappa and a National Merit Scholarship.

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SUMMARY: Broad, multi-functional management experience acquired from successful performance in positions of responsibility at various levels of the Department of Defense (DOD). Can readily apply knowledge of DOD acquisition and management regulations and polices. Posses exceptional interpersonal skills with specific expertise in:

Acquisition Management - Over 17 years applied acquisition experience with Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS) including Program Executive Office level oversight. Possess extensive knowledge of acquisition-related statutes, regulations and policies.

Program Management - Held a variety of Program Management roles over a full range of professional levels -from a logistician to a program manager, culminating in PEO level oversight responsibility.

Communication- Consistently served as principal spokesperson for a variety of organizations throughout my career. Able to articulate key themes/messages, system migration strategies and acquisition-related issues. Create effective communication media that articulates strategy to all audiences, irrespective of background.

Team Building - Leveraged the skills of multiple management teams--minimizing redundant functions and addressing the challenges of coordinating operations overtime and distance. Resulted in numerous successful software releases.

2004-Present Office of the Under Secretary of Defense, Acquisition Technology & Logistics (AT&L) Served as the Deputy Director of the Business Mgmt Modernization Program and the Asst to the DUSD (Business Transformation) in reshaping the focus of the DoD Business Transformation effort. Instrumental in the establishment of the Defense Business Transformation Agency (BTA). Functions included coordination of BTA related, OSD activities, associated budgetary and human resource issues, and establishment of the Defense Business Systems Acquisition Executive position. Responsibilities require frequent integration and coordination with the Deputy Secretary of Defense and the Principal Staff Assistant (PSA) organizations, ensuring that all business transformation requirements are aligned to PSA and DoD goals and objectives, thereby maximizing USD(AT&L), USD(P&R), USD(C) synergies and capabilities.

2000-2004 Deputy and Director, DCII Corporate Applications, Defense Finance and Accounting Service Responsible for managing all aspects of the DFAS Corporate Information Infrastructure (DCII) initiative including, development, integration, acquisition, test, implementation, and maintenance. The scope crosses logistics, personnel, medical, acquisition and financial functional areas. Corporate Applications within the architecture include two ACAT IAM and multiple ACAT III Programs. All systems are Defense-wide with a collective annual budget of ~\$130M and \$1B over the life cycle. DCII personnel include 400+ government, contractor and military reservists.

1999-2000 Acquisition Life Cycle Manager, Defense Finance and Accounting Service Responsible for the life cycle management /decision support process within Systems Integration. Responsible for assisting program managers through various life cycle management issues and ensuring adherence to statutory requirements. Streamlined approaches that fit with acquisition strategies and prepared Programs for Milestone Decisions.

1994-1999 Acquisition Manager/Business Financial Manager, Dept of Navy, PEO — Undersea Warfare Responsible for all business aspects of the US/UK Surface Ship Torpedo Defense (SSTD) program: financial planning, budgeting and execution; life cycle acquisition and contract management; and Foreign Military Sales. Served as chief liaison with outside organizations, OPNAV, OSD, Congress, and Foreign Governments. Managed multiple appropriations worth over \$500M. Had absolute responsibility for acquisition related activities. Empowered with the authority to make decisions. Routinely represented the Navy at Foreign National meetings

1988-1994 Previous work assignments: served in a variety of logistics specialist positions focused on surface and submarine fleet support and readiness. Also served as the Logistics Manager for the SSTD Program Office.

Education:

Bachelor of Science, Economics, George Mason University
Graduate Studies in field of Management
Federal Executive Institute - Leadership for a Democratic Society

Certifications/Awards:

Level III Acquisition Certified - Program Management, Logistics, Cost/Business/Financial Mgmt
Level II Acquisition Certified - Contracting, Test and Evaluation
Exceptional Ratings/Performance Awards throughout my career. Navy Quality Award. Special Act and On the Spot Awards, Quality Step Increases

Memberships:

DoD Acquisition Professional Community
OSD VP American Society of Military Comptrollers (ASMC), Wash Chapter

GSPP FACULTY

Michael Nacht

Professor of Public Policy

Areas of Expertise/Interest:

- International Relations
- Public Policy
- National Security Policy
- Public Management

Biographical Statement:

Michael Nacht, Professor of Public Policy, concentrates on US national security policy and management strategies for complex organizations. He has written on US-Russian nuclear arms competition, missile defense, US-China strategic relations, broader issues of American foreign policy, international education, and formulation and implementation of management strategies. After unanimous US Senate confirmation, he served as a nuclear arms negotiator in the Clinton administration, participating in five presidential summits with the Russian and Chinese presidents. After 9/11, he chaired advisory panels of the Defense Threat Reduction Agency on counter-terrorism and counter-proliferation. Previously he was Dean and Professor of the University of Maryland School of Public Affairs and was founding co-editor of International Security while Associate Professor of Public Policy at Harvard's Kennedy School of Government. He was dean of GSPP from 1998-2008. He is a Fellow of the California Council on Science and Technology.

Contact Information



mnacht@berkeley.edu

Office Hours

Looking for office hours?

Richard & Rhoda Goldman School of Public Policy, University of California, Berkeley
2607 Hearst Avenue - Berkeley, CA 94720-7320 - Contact Us - Phone: (510) 642-4670 Fax: (510) 643-9657

DR. CLIFFORD L. STANLEY

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PROFESSIONAL SUMMARY

Dr. Clifford Stanley is the President of Scholarship America, the nation's largest nonprofit, private-sector scholarship organization. As President, Dr. Stanley provides leadership for over 50,000 volunteers in 42 states with a full-time staff of 160 men and women. Headquartered in Minneapolis, Minnesota, this grassroots organization has distributed over a billion dollars to over a million students. Dr. Stanley envisions furthering Scholarship America's mission by enabling all students, regardless of their financial status, to have access to higher education and the academic support that they need, from the time they begin school until they complete their postsecondary education.

After a distinguished 33-year career in the United States Marine Corps, he retired in 2002 as a Major General and joined the senior leadership team of the University of Pennsylvania as the Executive Vice President. In that capacity, he was responsible to the president for the non-academic functions of the university, such as business, finance, facilities maintenance, and campus security.

Throughout his career, both in and out of the military, he has helped men and women exceed their expectations while building cohesive teams dedicated to high achievement and selfless service. Dr. Stanley has a proven track record of being a visionary and inspirational leader dedicated to diversity. He is an experienced manager and persuasive communicator with exceptional organizational and administrative skills.

Dr. Stanley has maintained a lifelong commitment to the importance of education as a cornerstone of America's democracy. That commitment has been evident through service as a leader in numerous community-based activities, such as serving as the president of a school bus company, tutoring and mentoring local students, and raising scholarship dollars for college-bound students. Throughout his life, as evidenced by his election to the White House Fellows Association Board of Directors and distinguished military and civilian career, service-first has been his credo.

Dr. Stanley earned his Doctorate of Education Degree from the University of Pennsylvania's Graduate School of Education. The focus of the program was higher education management for senior level administrators of academic and corporate universities. His dissertation focused on the importance of character development in American colleges and universities.

WORK HISTORY

President/CEO, Scholarship America 2004 – present

- Supervise 160 employees.
- Provide leadership and vision for approximately 50,000 volunteers.
- Improve access to higher education for students across the nation.
- Raise scholarship money.

Executive Vice President, University of Pennsylvania 2002 –2003

- Chief Operating Officer responsible for non-academic activities.
- Responsibilities included supervision of finance, investments, human resources, real estate, business services, public safety, and internal audit and compliance.

Deputy Commanding General, Marine Corps Combat Development Command, Quantico, VA. 2000 - 2002

- Responsible for all Doctrine, Organization, Training and Education in the U.S. Marine Corps.
- Organization consists of over 211,000 active and reserve personnel.

Commanding General, Marine Corps Base Quantico, VA. 2001

- Supervised a staff of over 300 personnel.
- Managed an annual budget of over \$133 million.
- Responsible for operation of a 60,000 acre base, and the maintenance of the quality of life, living and working conditions for over 20,000 military members, families and civilian workers.

Commanding General, Marine Corps Air Ground Combat Center Twentynine Palms, Ca. 1998 –2000

- Supervised and provided leadership for over 12,000 Marines and Sailors, civilian employees and over 10,000 family members—responsibilities equivalent to a mayor of a small city.
- Managed an annual budget of over \$100 million.
- Responsible for training over 50,000 personnel yearly.

Director of Public Affairs, Marine Corps Headquarters Washington, DC 1996-1998

- Served as the leader of all public and media relations for the U.S. Marine Corps.
- Supervised a staff of 40 personnel on a daily basis, and provided leadership to a field of over 1,000 men and women – military and civilian.

Director of Manpower Plans and Policies, Marine Corps
Headquarters, Washington, DC

1994 - 1996

- Served as primary manpower and policy advisor to the Commandant of the Marine Corps.
- Provided oversight and policy guidance for both military and civilian personnel in the Corps.
- Supervised a civilian and military staff of 100.

MILITARY Commissioned as a Second Lieutenant - 1969

EDUCATION Ed.D. University of Pennsylvania – Higher Education Management
M.S. The Johns Hopkins University - Counseling
B.S. South Carolina State University – Psychology

AFFILIATIONS White House Fellows Association Board of Directors
Trustee, Spalding University
Vice Chairman, South Carolina State University Foundation Board of Directors
McCormick Foundation Board of Directors (President in Dec '07)
Member, Naval Research Advisory Council
Life Member, South Carolina State University National Alumni Association
Life Member, Kappa Alpha Psi Fraternity
Life Member, National Naval Officers Association

HONORS Honorary Doctor of Laws, South Carolina State University
Honorary Doctor of Laws, Spalding University
NAACP Meritorious Service Award
NAACP Roy Wilkins Award
Defense Distinguished Service Medal (highest military award)
American Legion Award for Inspirational Leadership
South Carolina State University Hall of Fame
Clifford L. Stanley Park (named in my honor), 29 Palms, CA
Department of the Navy Nathaniel Stinson EEO Award
Order of the Sword (honor received from enlisted men and women)

Paul Stockton, PhD
CISAC Senior Research Scholar

CISAC
Stanford University
Encina Hall, C227
Stanford, CA 94305-6165

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RESEARCH INTERESTS

U.S. responses to changing security threats and terrorism; national security budgets, policies, and institutions

Paul Stockton is a senior research scholar at Stanford University's Center for International Security and Cooperation (CISAC). He was formerly the associate provost at the Naval Postgraduate School in Monterey, California, and was the founding director of its Center for Homeland Defense and Security. His research focuses on how U.S. security institutions respond to changes in the threat (including the rise of terrorism), and the interaction of Congress and the Executive branch in restructuring national security budgets, policies and institutional arrangements. Stockton also serves as co-teacher of the CISAC Honors Program, which assists Stanford seniors in writing theses on international security.

Stockton joined the faculty of the Naval Postgraduate School (NPS) in August 1990. From 1995 until 2000, he served as director of NPS' Center for Civil-Military Relations. From 2000-2001, he founded and served as the acting dean of NPS' School of International Graduate Studies. He was appointed associate provost in 2001.

Stockton is co-editor of *Homeland Security*, a graduate text to be published by Oxford University Press. Stockton serves on the editorial review board of *Homeland Security Affairs*, the quarterly journal he helped establish in 2005. His research has appeared in *Political Science Quarterly*, *International Security*, and *Strategic Survey*. He is co-editor of *Reconstituting America's Defense: America's New National Security Strategy* (1992). He has also published an Adelphi Paper and has contributed chapters to a number of books, including James Lindsay and Randall Ripley, eds., *U.S. Foreign Policy After the Cold War* (1997).

From 1986-1989 Stockton served as legislative assistant to U.S. Senator Daniel Patrick Moynihan. Stockton was Senator Moynihan's personal representative on the Senate Foreign Relations Committee, and was principal advisor to the senator on defense, intelligence, counter narcotics policy and foreign affairs. Stockton was awarded a Postdoctoral Fellowship for 1989-1990 by CISAC. During his graduate studies at Harvard, he served as a research associate at the International Institute for Strategic Studies in London.

Stockton received a bachelor's degree from Dartmouth College in 1976 and a doctorate in government from Harvard in 1986.



DOUG WILSON

**Executive Vice President, The Howard Gilman Foundation
Chairman of the Board of Directors,
The Public Diplomacy Collaborative at Harvard University**

Douglas Wilson is Executive Vice President and Trustee Emeritus of The Howard Gilman Foundation, and oversees the coordination and development of the Foundation's domestic and international public policy initiatives and programs at White Oak Plantation. Mr. Wilson is also President of The Leaders Project, which he co-founded with former US Defense Secretary William Cohen; this global successor generation initiative has brought together more than 400 world leaders from all parts of the globe and all walks of life to build new networks and promote new thinking on international issues of current and continuing concern.

Mr. Wilson has spent three decades in the public and private sector as a diplomat, legislative advisor, communications strategist and political and foreign policy specialist. He has advised political leaders and elected officials at the federal, state and local levels and advises Fortune 100 clients in the technology, communications, transportation, defense and security sectors on strategic communications issues.

Mr. Wilson has served as Vice President for Strategic Development for Business Executives for National Security and as Principal Deputy Assistant Secretary of Defense for Public Affairs. He spent a year as National Political Director of the Democratic Leadership Council, returning to the Pentagon in the summer of 2000 as the senior communications strategist for the Office of the Secretary of Defense. Mr. Wilson was twice presented the Department of Defense Medal for Distinguished Public Service, the Pentagon's top civilian honor.

From 1993-1996, Mr. Wilson served as Director of Congressional and Intergovernmental Affairs at the U.S. Information Agency, coordinating negotiations to consolidate international broadcasting, with savings of some \$400 million. He later became senior advisor to the Director of USIA.

In 1996, Mr. Wilson agreed to serve as campaign coordinator for the re-election of President Clinton and Vice-President Gore in his home state of Arizona; he developed the state strategy that led to the first Democratic presidential win in Arizona since 1948,

breaking the longest presidential state winning streak of any political party in the nation's history.

Mr. Wilson was the chief foreign policy advisor to former U.S. Senator Gary Hart, and served as a deputy campaign manager for Senator Hart's 1984 presidential campaign. He began his professional career in the U.S. Foreign Service, serving at diplomatic posts in Naples, Rome, and London.

An honors graduate of Stanford University and the Fletcher School of Law and Diplomacy, Mr. Wilson has written and done radio and television commentary in the United States and the UK on foreign policy and domestic political issues. In addition to the Leaders Project conferences he runs at White Oak, Mr. Wilson has conceived and organized international successor generation meetings in Rome, London, Seoul, Washington, Hilton Head Island, Puerto Rico, Los Angeles, St. Louis, Atlanta, Phoenix and Veliky Novgorod, Russia. He serves on the Boards of Directors of the National Security Network, Third Way, HDI and the US Center for Citizen Diplomacy, and has recently been named Chairman of the Board of Directors of Harvard University's Public Diplomacy Collaborative.

ALEXANDER VERSHBOW

United States Ambassador, Retired

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More than 30 years of professional diplomatic experience as a leader, policy innovator, negotiator and manager, including service as U.S. Ambassador in South Korea, Russia and NATO and at senior levels of the White House and State Department. Extensive expertise on Russia, Europe and Northeast Asia spanning the political, military, economic and cultural dimensions. Long record of accomplishment in crisis management, arms control, trade negotiations, public diplomacy, and support for human rights and the rule of law. (b)(6) (b)(6)

PROFESSIONAL EXPERIENCE

U.S. Department of State - Career Foreign Service Officer, 1977-2008.

U.S. Ambassador to the Republic of Korea (ROK), Seoul (2005-2008). Directed the 4th-largest U.S. Embassy in Asia (575 employees, 11 USG agencies, one consulate) and had lead responsibility for coordination with the 28,000-strong U.S. Forces Korea.

- Shaped decisions on transformation of the U.S.-ROK defense alliance, expanded U.S. defense sales to ROK, and forged a common U.S.-ROK approach to the Six Party Talks on the denuclearization of North Korea.
- Played an active part in negotiations on the Korea-U.S. Free Trade Agreement, the largest FTA since NAFTA, and received the State Department's Cordell Hull Award for this effort. Strong advocate for U.S. business in entering the Korean market. Intervened with Korean authorities to resolve trade and investment disputes.
- Engaged in extensive public outreach to Korean students and civic groups using the Internet as well as traditional media and public speaking, resulting in a substantial decline in anti-American sentiment.

U.S. Ambassador to the Russian Federation, Moscow (2001-2005). Managed what was then the largest U.S. diplomatic mission (1400 employees, 17 USG agencies and three consulates), with multi-billion dollar programs for exchanges and technical assistance in areas ranging from maternal health and democratization to narcotics control and small-business development.

- Forged U.S.-Russian cooperation in the war on terrorism post-9/11 and expanded cooperation on non-proliferation and nuclear safety, despite the strains caused by the war in Iraq.
- Expanded trade and investment by launching the U.S.-Russia Business Dialogue and Energy Dialogue. Fought for investor protection and intellectual property rights, including a major campaign against CD/DVD piracy.
- Pressed for greater Russian government attention to HIV/AIDS and human trafficking. Was a vocal advocate for democracy, media freedom and the rule of law, winning the ABA's annual Ambassador's award.
- Expanded U.S. public diplomacy in Russia, including establishing 20 "American Corners" in regional capitals across 11 time zones, which helped counter official disinformation and rising xenophobia in Putin's Russia.

U.S. Ambassador to the North Atlantic Treaty Organization (NATO) and U.S. Permanent Representative on the North Atlantic Council, Brussels, Belgium (1998-2001). Led the only integrated State-Defense diplomatic mission (120 employees). Represented the U.S. in NATO's supreme policy-making council, and engaged in daily contact with the Secretary General, 18 NATO allies, U.S. and allied military commanders, representatives of over 40 partner countries, and a broad range of other multilateral institutions and NGOs.

- Developed and implemented NATO's strategy to end ethnic cleansing and restore autonomy and self-rule in Kosovo, as well as post-conflict stabilization in Bosnia and outreach to the states of the former Soviet Union.
- Pioneered NATO's initial cooperation with Russia in the NATO-Russia Permanent Joint Council, developed NATO's New Strategic Concept for the 21st century, the first institutional links between NATO and the European Union, and strategy for the second phase of NATO enlargement.

Special Assistant to the President and Senior Director for European Affairs, National Security Council (NSC), The White House, Washington DC (1994-1997). Headed a nine-person NSC Directorate reporting directly to the National Security Advisor and his Deputy; chaired Interagency Committees at the Assistant Secretary level on European Security and Balkan issues.

- Conceived and launched the 1995 U.S. diplomatic initiative to end the war in Bosnia-Herzegovina, and headed the planning for implementation of the Dayton Peace Accords.
- Forged U.S. strategy for NATO enlargement and NATO-Russia relations, and played a central role in the negotiation of the NATO-Russia Founding Act signed by Presidents Yeltsin, Clinton and other NATO leaders.

Principal Deputy Assistant Secretary of State for European and Canadian Affairs, U.S. Department of State, Washington DC (1993-1994). Managed the State Department's largest regional bureau.

- Helped develop NATO's Partnership for Peace, managed Greece-Turkey-Cyprus tensions, developed U.S. relations with the new democracies in Central and Eastern Europe, and shaped early Clinton administration efforts to contain the conflict in Bosnia.

Deputy U.S. Permanent Representative and Deputy Chief of Mission, U.S. Mission to NATO, Brussels, Belgium (1991-1993). Acting U.S. Ambassador (February-June, 1993).

- Shaped policy for NATO's transformation following the break-up of the USSR, including creation of the North Atlantic Cooperation Council. Represented the U.S. in senior NATO policy-making bodies dealing with arms control, the crisis in former Yugoslavia, and relations with Russia.

Director, Office of Soviet Union Affairs, U.S. Department of State, Washington DC (1988-1991)

- Developed the U.S. response to *perestroika* and the dispersion of power from Moscow to the USSR's republics. Helped shape the dialogue on strategic arms reductions and on economic reform with Soviet leaders.
- Co-chaired the U.S.-Russian Human Rights Working Group. Was an advocate for expanding Jewish emigration in partnership with leading NGOs, for which was awarded the Anatoly Sharansky Freedom Award.

Earlier Foreign Service Assignments:

- Deputy Counselor for Political Affairs, U.S. Embassy, London, UK (1985-1988).
- Deputy Director for Multilateral and Security Affairs, Office of Soviet Union Affairs, U.S. Department of State (1981-1985).
- Political Officer and Vice Consul, U.S. Embassy, Moscow, USSR (1979-1981)
- Politico-Military Affairs Officer, Office of International Security Policy, Bureau of Politico-Military Affairs, U.S. Department of State (1977-1979).
- Part-time Advisor to the U.S. Delegation to the Strategic Arms Limitation Talks (SALT II) and to the U.S. Delegation to the Strategic Arms Reductions Talks (START), Geneva, Switzerland (1977-79, 1983-85)

Previous Employment before the Foreign Service

- Associate Editor, *The 1980s Project*, Council on Foreign Relations, New York, NY (1976-1977)
- Editorial Intern, *Foreign Affairs* journal, Council on Foreign Relations, New York, NY (1975-1976)

EDUCATION

M.I.A. (Master of International Affairs) and Certificate of the Russian Institute, Columbia University, School of International Affairs, New York NY

B.A. in Russian and East European Studies, Yale University, New Haven CT

HONORS AND AWARDS

Diplomatic Order of Merit – Award presented by the President of the Republic of Korea for contributions to strengthening U.S.-Korea relations during term as Ambassador. (2008)

Cordell Hull Award for Economic Achievement by Senior Officers, U.S. Department of State – for contributions to negotiations on the Korea-U.S. Free Trade Agreement (2008)

Honorary Doctor of Public Affairs, University of Maryland – for public diplomacy efforts in Korea (2007)

Honorary Doctor of Philosophy, Nizhniy Novgorod State Linguistic University, Russia – for promotion of U.S.-Russian academic exchanges (2005)

Gold Record, Recording Industry Association of America (RIAA) – for efforts to combat CD/DVD piracy in Russia (2005)

Ambassador's Award, American Bar Association's Central European and Eurasian Law Initiative (ABA-CEELI) – for efforts to promote democracy and the rule of law in Russia (2004)

Commander of the Order of Grand Duke Gediminas of the Republic of Lithuania – for work in support of the enlargement of NATO (2002)

Distinguished Service Award, U.S. Department of State – presented by Secretary Powell for work as Ambassador to NATO on Kosovo and redefinition of NATO's mission for the 21st century (2001)

Commander (Commendatore) of the Order of Merit of the President of the Republic of Italy – for work as U.S. Ambassador to NATO (2001)

Joseph J. Kruzel Award, U.S. Department of Defense – award in memory of one of three U.S. diplomats killed in Bosnia in 1995, presented by Secretary Cohen for work at the NSC in the cause of peace in the Balkans (1997)

Anatoly Sharansky Freedom Award, Union of Councils of Soviet Jews – for work to overcome obstacles to Jewish emigration from the USSR (1990)

Various Presidential and Foreign Service Meritorious Service, Superior Honor, and Senior Performance Awards

Michael G. Vickers

Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict & Interdependent Capabilities

Michael G. (“Mike”) Vickers was nominated as Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict & Interdependent Capabilities by President Bush on April 4, 2007, and was unanimously confirmed by the U.S. Senate on July 23, 2007. President Obama announced on February 26, 2009, that Mr. Vickers would continue to serve as ASD (SO/LIC&IC).



Mr. Vickers is the senior civilian advisor to the Secretary of Defense on the operational employment and capabilities of special operations forces. He is also the senior civilian advisor on counterterrorism, irregular warfare, counternarcotics, and special activities. In his Interdependent Capabilities role, he advises the Secretary of Defense on the operational employment and capabilities of strategic and conventional forces.

Prior to his appointment as ASD (SO/LIC&IC), Mr. Vickers served as Senior Vice President, Strategic Studies, at the Center for Strategic and Budgetary Assessments (CSBA). From 1973 to 1986, Mr. Vickers served as an Army Special Forces Non-Commissioned Officer, Special Forces Officer, and CIA Operations Officer. During this period, Mr. Vickers had operational and combat experience in Central America and the Caribbean, the Middle East, and Central and South Asia. His operational experience spans covert action and espionage, unconventional warfare, counterterrorism (including hostage rescue operations), counterinsurgency, and foreign internal defense. During the mid-1980s, Mr. Vickers was the principal strategist for the largest covert action program in the CIA’s history: the paramilitary operation that drove the Soviet army out of Afghanistan.

Mr. Vickers received his B.A., with honors, from the University of Alabama. He also holds an MBA from the Wharton School of the University of Pennsylvania.

Woodson, J

CURRICULUM VITAE
JONATHAN WOODSON, M.D.

ADDRESS:

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DATE OF BIRTH:

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CITIZENSHIP: U.S.A

MILITARY: 1 October 2006, Brigadier General, USAR
2 March 98, Colonel, USAR
17 July 93 Lieutenant Colonel, USAR
27 March 87 Major, USAR
19 February 86 Captain (Direct Commission), USAR

AWARDS: Bronze Star Medal
Meritorious Service Medal (OLC)
Army Commendation Medal (Two OLC)
Armed forces Reserve Achievement Medal (3OLC)
National Defense, Service Ribbon (BSS)
Southwest Asia Campaign Ribbon (2 Bronze Stars)
Armed Forces Reserve Medal (M-Device, Silver Hourglass, Num 4)
Army Service Ribbon
Army Reserve Component Overseas Training Ribbon (Num 2)
GWOT Medal (exped.)
GWOT Medal
Kosovo Campaign Medal (BSS)
NATO Medal
Kuwaiti Liberation Medal (Kuwait)
Kuwaiti Liberation Medal (Saudi Arabia)
Meritorious Service Unit Award (86 EVAC-1991)
Army Superior Unit Award (2290th Field Hosp.-1991)
Awarded The Surgeon General's "9A" Proficiency Designator
[Defines subject matter expertise and is awarded only to those who are qualified to lead major clinical departments and act as an advisor to The Surgeon General]
Order of Military Medical Merit [Order denotes distinguished service and significant contributions to the entire AMEDD which is recognized by the senior leadership of the Army Medical Department]
Letter and Certificate of Commendation U.S. Ambassador,
Kuwait (for support of Embassy Medical Operations during Operation Iraqi Freedom), 2003

Woodson, J

BADGES: Expert Field Medical Badge
Flight Surgeons Badge
Air Assault Badge
Sharpshooter Marksman's Badge (M-16)
Sharpshooter Marksman's Badge (M-9)

Chronological Record of Duty Assignments:

Surgeon, 373rd General Hospital (First Army Augmentation Detachment) 1986

Surgeon, 351st General Hospital (First Army Augmentation Detachment) 1988

Surgeon, 2290th Field Hospital, Active Duty, 1991

Surgeon, 86th Evacuation Hospital. Hosp., Active Duty, Saudi Arabia, 1991,
Operation Desert Shield/ Desert Storm

Surgeon, National Augmentation Detachment, 1991

Chief of Surgery, 399th Combat Support Hospital, USAR, 1993

Chief Professional Services, 399th Combat Support Hospital, USAR, 1998

Commander, Acting, 399th Combat Support Hospital, 1999-2000

Chief, Surgical Services, Task Force Medical Falcon IV, 30th Medical Brigade
FWD, Camp Bondsteel, Kosovo 2001 [Responsible for all policies and
procedures for care of surgical patients treated at TFMF IV. Acted as
principal advisor to Task Force commander and USAEUR Surgeon for surgical
matter. Worked with United Nations/KFOR to upgrade surgical care at regional
hospital after war. Tutored/mentored junior staff. Provided direct patient
care to sick and injured soldiers. Additional duties as flight surgeon.]

Chief, Surgical Services, 399th Combat Support Hospital, Taunton, MA 2001-
2003

Deputy Commander, Clinical Services, 865th Combat Support Hospital (FWD) 2003,
Kuwait (OIF) [Responsible for developing all programs and policies for care
of sick and injured U.S. and Coalition forces, medical support to the U.S.
mission (Embassy) to Kuwait and coordination with host nation partners.
Provided forward surgical teams to augment advancing medical forces.
Provided for recovery/re-intergration of Prisoners of War. The 865th was the
first Combat Support Hospital established to support Operation Iraqi
Freedom]

Commander, 399th Combat Support Hospital, Taunton, MA 2003-2006 [Responsible
for command and control of a medical battalion of 700 soldiers including a

Woodson, J

full combat support hospital , two Forward Surgical Teams, Two minimal care wards and a Headquarters company. Responsible training and deploying units/soldiers for ongoing military operations. Completed medical re-engineering of USAR medical units]

Senior Surgeon, Lanstul Regional Medical Center, Germany Nov 04-Mar 05 (OEF/OIF) [Provided direct care sick and injured war victims as well as mentored junior staff. Assisted with aero medical evacuations as flight surgeon/CCAT]

Chief Professional Services, 804th Medical Brigade, Devens, MA Feb 06 Aug 06

Commander, 330th Medical Brigade, Ft. Sheridan, Ill September, 2006-present; [Responsible for command and control, administrative oversight, (including UCMJ actions), soldier care, training and deployment of USAR soldiers and medical units for current wartime operations. The 330th MED BDE has 64 units in nine states and an authorized strength of 6,500 soldiers).

ADDED DUTIES: 1993-1995 Observer/Controller 87th M.A.C. (DIV E.)
1994 Observer/Controller - 803rd Med Group/804th Med Brigade
1987-2005 ATLS Instructor
2006-present Consultant to The Surgeon General [Responsible for assisting The Surgeon General and his staff with development of policies and procedures relating to surgical care and manpower. Act as a subject matter expert for issues related to surgical care (particularly vascular surgery) for sick and wounded soldiers]

MILITARY EDUCATION:

- 1986 Officer Basic Course
- 1987 Combat Casualty Care Course
- 1991 Officer Advanced Course
- 1992 Air Assault School
- 1999 Command and General Staff College
- 1993 87th MAC (Division E) Observer/Controller Course
- 1999 Battalion/Brigade Pre-Command Course
- 2000 Flight Surgeons Primary Course
- 2000 Critical Care Aero medical Transport Course (USAF)
- 2003 Battalion/Brigade Command Course
- 2004 Army War College

EDUCATION:

(b)(6)

- 1973-1977 City College of New York- B.S. Biomedical Science (Magna cum Laude)
- 1977-1979 New York University School of Medicine- M.D.

Woodson, J

2002-2004 Army War College- MSS degree (2 year Master's program in Strategic Studies; concentration in strategic leadership; The U.S. Army War College is the Nation's premier institution for preparing strategic leaders. Attendance is awarded by competitive board selection. Requirements for degree included writing over 27 papers, presentations, exercises, lectures by world renowned government and academic officials, workshops and Master's Thesis entitled: Medical Preparedness for Disasters and Acts of Terrorism: Fact or Fiction)

POSTGRADUATE EDUCATION:

1979-1980 Internship - Massachusetts General Hospital, Boston, MA
Internal Medicine

1980-1982 Residency - Massachusetts General Hospital, Boston, MA
Internal Medicine

1982-1986 Residency - Massachusetts General Hospital, Boston, MA
General Surgery

1987 Fellowship-Waltham/Weston Hospital & Medical Center, Waltham,
MA General Surgery/Critical Care (Affiliated with
Massachusetts General Hospital)

1987-1988 Fellowship/Residency - Massachusetts General Hospital, Boston,
MA Vascular Surgery

1993-1994 Fellowship - Association of American Medical Colleges, Health
Services Research Institute, Washington, DC Health Services Research

AWARDS:

1979 Samuel Speigel Award - Academic Excellence

1979 Merck Manual Award - Academic Merit

1987 Jobst Vascular Fellows Award

1990 Tyler Research Fund Award

1990 Surgical Teaching Award, Boston University

1991 Surgical Teaching Award, Boston University

2007 Select one Top Vascular Surgeons in Boston

2008 Selected for inclusion in listing of Top Surgeons in U.S.

2009 Gold Humanism in Medicine Award, Association of American
Medical Colleges

CERTIFICATIONS:

Woodson, J

1980 Diplomat, National Board of Medical Examiners
1983 American Board of Internal Medicine
1987-2005 Instructor, American College of Surgeons, Advanced trauma
Life Support
ACLS Course
1988 American Board of Surgery
1990 Critical Care (Surgery)
1990 General Vascular Surgery
1997 Recertification, American Board of Surgery

1998 Recertification, American Board of Surgery, General Vascular
Surgery
1999 Recertification, American Board of Surgery, Critical Care
2000 Critical Care Providers Certification (Society for Critical
Care)
2006 Institute for Healthcare Improvement Patient Safety Officer
Executive Development Program
2007 Recertification, American Board of Surgery, General Surgery

MEDICAL LICENSURE:

1981 Massachusetts #48097

SOCIETIES/ASSOCIATIONS:

Association for Health Services Research
Association of Military Surgeons, U.S. Boston Surgical
Society
Fellow, American College of Surgeons
2006 Governor American College of Surgery
2002-present Councilor Massachusetts Chapter ACS
International Society for Cardiovascular Surgery
Massachusetts Medical Society
New England Medical Society
New England Society for Vascular Surgery (NESVS)
2003-2005 Issues Committee NESVS
2005 Chair, Issues Committee NESVS
New England Surgical Society
Society for Clinical Vascular Surgery
Boston Surgical Society
2006 Executive Committee, Boston Surgical Society
Suffolk District Medical Society
The Association for Academic Surgery
Uniform Services University, Surgical Associates
Society of U.S. Army Flight Surgeons

Woodson, J

COMMUNITY/CIVIC (Projects, Appointments, Affiliations, Awards)

2007 Advisor, Gateway to Medicine (John D. O'Bryant High School, Boston, MA)

1998-2006 Senior Surgeon, International Medical Assistance Team [IMSURT] (National Disaster Medical System-USPHS) [IMSURT responded to 9/11/2001 attack at the World Trade Center, New York City]

1998-2005 Massachusetts Hospital Association Physician Issues Advisory Committee

1998-2004 Massachusetts Hospital Association Committee for reducing medical errors

1988-1989 Fellow, Boston Partnership [Year long fellowship examining business, cultural, educational, legal and political interrelationships in the City of Boston] - Competitive Selection

1989-1990 The Surgeon General's Leadership Development Board

1986 Project HOPE/State Department/Military Sponsored Mission to El Salvador to provide medical relief and evacuation of sick, injured and burned children following earthquake.

1994 Steering Committee, Boston Fellows Alumni Association

1994-present Boston Scholars Program [initiative of Boston Partnership Fellows Alumni Association to bring professionals of color into a mentoring program in the Boston Public Schools. It also established an efficacy training program for minority youth]

1994-1999 Board of Trustees, First Baptist Church, Randolph, MA

1995 Black Achiever Award

1995-1999 Board Member Roxbury, Dorchester Dialysis Support Group

1997-1999 Chair, Board of Trustees, First Baptist Church, Randolph, MA

1997-Present Reserve Officers Association

COMMITTEES/ASSIGNMENTS, BOSTON CITY HOSPITAL:

1988-1992 Laboratory Advisory Committee

Woodson, J

1990-1992 Chairman, Quality Assurance/Risk Management
1991-1996 Operating Room Committee
1992-1993 Vice President, Medical/Dental Staff
1992-1994 Patient Care Review Committee
1992-1996 Board Member, Boston City Hospital Faculty Associates (IPA)
1992-1996 Vice President, Boston City Hospital Faculty Associates
1993-1994 Budget Committee
1993-1996 Ambulatory Services Executive Committee
1993-1995 Small Grants Program Review Committee (internal study section
for providing grants to investigators).
1993 Joint Commission Accreditation of Hospital Organizations
Preparation Committee
1993-1996 Joint Conference Committee (Subcommittee of Trustees of Health
and
Hospitals concerned with standards and quality of care).

1994-1996 Tissue and Autopsy Committee
1995-1996 Admission Process Steering Committee
1995 Clinical Practice Management Committee
1995 Critical Pathway Committee
1996 Physician Communication Task Force
1994 Utilization Management Committee

1995-1996 Board Member, Physician Hospital Organization (Managed Care
Contracting Agent for Hospital)
1995-1996 HealthNet Medical Directors Committee

COMMITTEES/ASSIGNMENTS BOSTON UNIVERSITY MEDICAL CENTER HOSPITAL:

1988-1996 Medical Records Committee
1990-1996 Quality Assurance/Utilization Management Committee
1992-1994 Physician Review for Utilization Management
1995 Joint Commission for Accreditation of Healthcare Organizations
Preparation Committee
1995-1996 Chair, Department of General Surgery, Clinical Operations
Steering
Committee (Strategic Planning Committee for Department of
General Surgery)
1996-1997 Physician Profiling Task Force

**COMMITTEE ASSIGNMENTS BOSTON MEDICAL CENTER (NB: Boston Medical Center was
formed effective July 1, 1996 by the merger of Boston City Hospital and the
Boston University Medical Center Hospital):**

1996 Merger Transition Committee [Senior Administration Strategic

Woodson, J

1997 Planning and Implementation Committee]
Joint Commission for Accreditation of Healthcare Organizations
Preparation Committee

1996-1997 Physician Leadership Council/Physician Education Committee

1996-1999 Ambulatory Services Executive Committee

1997-2000 Dept. of Surgery Length of Stay Committee

1996-2000 Clinical Services Directors Committee

1996-present Trustee Patient Care Committee

1996-2000 Ambulatory Services Committee

1996-2001 Chair, Quality Council Executive Committee

1996-2000 HealthNet Medical Directors Committee

1996-1997 Marketing Planning Committee

1996-present Medical Executive Committee

1996-2001 Quality Council

1996-1998 Strategic Planning Committee

1996-1999 Utilization Management Committee

1996-present Residency Advisory Committee

1999-present Chair, Medication Safety Committee

COMMITTEE ASSIGNMENTS BOSTON UNIVERSITY SCHOOL OF MEDICINE:

1999-2000 Xeno Transplantation Committee

1998-1999 Basic Science Reorganization Committee

1991-1994 Minority Faculty Advisory Committee

1991-present Early Medical School Selection Program (Medical School
Admissions Committee

1992-1993 Pediatric Chair Search Committee

1995 Deans Committee on USAID Partnership (traveled to Armenia to
Perform assessment of needs for trauma services, helped
develop strategic plan for upgrading trauma services in the
newly independent state of Armenia following the breakup of
the Soviet Union].

1992-1994 Division of Surgery Chair, Search Committee

1993-present Institutional Review Board (IRB) for Human Research

1996-present Chairman, Institutional Review Board for Human Research

2001-present Institutional Review Board for Human Research Executive
Committee

1994-1995 Deans Committee on Primary Care (strategic planning committee
to develop Boston University School of Medicine's initiatives
for primary care development).

1996 Family Medicine Chair Search Committee

1996 General Medicine Chair Search Committee

1998-1999 Deans Advisory Committee to on Reorganization of Basic

Woodson, J

Science Department
1998 Anesthesia Chair Search Committee
2006 Medical School Promotion Committee (First, second, third and
fourth years)
2006 Associate Provost Search Committee
2006 Director Early Medical School Selection Program
2006 Director Minority Summer Research Program
2007 Medical Student Awards Committee
2007 Department of Medicine Residency Director Search Committee
2008-2009 Chair, Boston University Medical Campus Task Force on
Diversity and Health outcomes Disparities

TEACHING ASSIGNMENTS:

1993-2005 Instructor, Advanced Trauma Life Support Course, Boston
University School of Medicine Continuing Education Program /Harvard Medical
School/ Massachusetts General Hospital

1989-1996 Coordinator, Resident Research Papers, Boston University
Surgical
Training Program
1989-1996 Coordinator, Academic Seminars Program, Boston University
Surgical
Training Program
1989-1996 Assistant to Director of Surgical Residency Training Program,
Boston University
1988-present Surgical Residency Executive Committee
1988-2003 Mock Oral Board, Visiting Examiner
1993-2002 Lecturer, Biology of Disease Course, Boston University School
of Medicine
1993-2003 Lecturer Third year clerkship in surgery, vascular diseases
2000-Present Lecturer in Senior Anatomy Course
2000-2005 Associate Director, Boston University Vascular Fellowship
Training Program
2006-Present Course Director, "Race Ethnicity and Health", Boston
University School of Medicine

APPOINTMENTS:

2006-present Associate Dean for Students and Diversity, Director Office of
Multicultural Affairs
2006-Present Director Early Medical School Selection Program, Boston
University School of Medicine
1999-present Associate Professor of Surgery
1997-2008 Associate Chief Medical Officer, Boston Medical Center
1996-1998 Medical Director, Boston Medical Center (Responsible for
quality improvement, utilization management, physician

Woodson, J

infrastructure development at Boston Medical Center-500 bed tertiary academic center with 1400 physician staff

1996-present Attending Surgeon, Senior Vascular Surgeon, Boston Medical Center

1993-present Consultant, Quincy Hospital, Quincy, MA (Vascular Surgery, Quality Assurance)

1993-present Adjunct Clinical Assistant Professor of Surgery, Uniformed Service University of Health Sciences

1993-1996 Associate Director of Surgical Services, Boston City Hospital

8/90-1/91 Acting Director, Surgical Services, Boston City Hospital

1990-1992 State Faculty, Massachusetts Committee on Trauma, ATLS

1988-present Assistant Professor of Surgery, Boston University School of Medicine

1988-1996 Assistant Visiting Surgeon, University Hospital, Boston, MA

1988-1996 Attending Surgeon, Boston City Hospital

1988-1996 Consultant (Surgery) Mattapan Hospital, Boston, MA

1988-1991 Consultant (Surgery) Long Island Hospital, Boston, MA

1982-1986 Clinical Fellow of Surgery, Harvard Medical School

1979-1982 Clinical Fellow of Medicine, Harvard Medical School

1992 Attending Surgeon (Vascular Surgery), Malden Hospital, Malden, MA

1996-1998 Trustee, Boston Medical Center

1996-2008 Trustee Patient Care/Quality Improvement Committee

1996-1997 Medical Director (QIR/UM/RM/Network Development), Boston Medical Center

1996-1998 President, Medical/Dental Staff, Boston Medical Center

1996-1997 Treasurer, Boston Medical Center Faculty Associates (IPA)

1996-1998 Director, Ambulatory Surgical Services, Division of Surgery, Boston Medical Center

1996-2000 Chair, Quality Council, Boston Medical Center

1996-present Chair, Institutional Review Board for Human Research

GRANTS:

1. 6/88-6/90 \$50,000 - Comparison of Duoderm CGF Hydroactive Dressing Plus Comparison to Unna Boot Dressing in the Management of Venous Leg Ulcers - Convatec Company. Co-PI
1. 6/90-6/91 \$15,000 - Evaluation of Duoderm Adhesive Compressive Bandage and Management of Venous Leg Ulcers - Convatec Company. Co-PI

Woodson, J

3. 8/90 \$50,000 - Randomized Double-Blind Placebo Controlled Study to Evaluate Prostavacin (PGE) in Patients with Severe Peripheral Artery Occlusive Disease - Schwartz Pharma Kermers Urban Company. Co-PI
2. 1/93-12/93 \$5,000 - An Evaluation of a Flexible Unna Boot - Convatec Company. Co-PI
5. 9/92-9/93 An Evaluation of Pentoxifylline on the Healing of Chronic Ulcers Treated with Standard Conservative Therapy - Hoechst-Roussel Pharmaceutical, Inc. Co-PI
6. 1/93-11/93 \$34,965 - An Open-Label, Multicenter Study to Evaluate the Study and Efficiency of 28 intravenous Infusions of Vasoprost (Alprostadi), Administered to Patients with Severe Peripheral Arterial Occlusive Disease (PAOD) - G.H. Besselaar Associates, Inc. Co-PI
7. Pending \$75,000 - A Randomized, Double-Blind, Placebo Controlled Multi-Dose Study of Cilostazol in Patients with Intermittent Claudication Secondary to Chronic Occlusive Arterial Disease - Otsuka America Pharmaceuticals, Inc. Protocol #21-92-202
8. 1993 -1994 \$15,000 - Small Grant Program - Functional Outcomes in Limb Salvage Surgery - Health and Hospital Corporation, Boston. PI
9. 1996 Consultant, Advanced Research Projects Agency (DOD): Development of minimally invasive telerobotic instrument with force feedback potential for use in forward area telemedicine/telesurgery care to combat casualties. Funding Phase 1: \$200,000 Phase 2: \$500,000.
- 10.2007 P.I Grant % T35HL070450-05 Short term Research Training for Minority Students, National Institutes of Health.

Selected Invited PRESENTATIONS/LECTURES:

- | | |
|-------|--|
| 4/88 | Grand Rounds, Cutler Army Hospital Vascular Trauma |
| 4/88 | Visiting Surgeon, Tripler Army Hospital, HI Management of Vascular Trauma |
| 10/89 | Grand Rounds, Framingham Union Hospital "Management of Vascular Trauma Today" |
| 12/89 | Society for Military Vascular Surgeons |

Woodson, J

The Use of Autologous Internal Jugular Vein as Interposition Graft for Femoral Vein Reconstruction. A useful approach in selected cases.

10/90 Grand Rounds, Cutler Army Hospital

1/91 Management of Thoracic Trauma in the Theater of Operations
Grand Rounds - Malden Hospital, Malden MA.
Diabetic Foot Infections

8/91 Annual Academic Symposium, Norwalk Hospital Management of Vascular Trauma: Update

3/92 Operation Desert Storm, Lesson Learned "Reserve Medical Corp experience" 27th 804th Hospital Center Symposium

5/92 Harvard Medical School/Mass. General Hospital - Trauma Course
"Management of Extremity Vascular Injuries"

5/92 Harvard Medical School/Mass. General Hospital Aortic Surgery Course

9/92 "Early Limb ischemia after Aortic Surgery"
Association of Program Directors of Surgery Symposium
"Vascular Trauma"

10/92 Grand Rounds - Beth Israel Hospital, Boston MA - Vascular Trauma

11/92 Smithwick Symposium, Boston University Outcomes Research in Vascular Surgery

12/92 Grand Rounds - Malden Hospital, Malden MA
Management of Cerebrovascular Disease: Indication for Carotid Endarterectomy

1/93 Discussant. Use of Angiography in Penetrating Proximity Injuries and Vascular Trauma. Grasberger Symposium.

4/93 Vascular Trauma. WL Gore Vascular Fellows Training Program

8/93 Malden Hospital Grand Rounds. Vascular Insufficiency. Work up and Treatment.

9/93 Carotid Endarterectomy. Medical Teaching Conference, Boston University School of Medicine

10/93 Cerebrovascular Disease. Malden Hospital Family Practice Grand Rounds.

11/93 Management of Vascular Injuries. Smithwick Symposium.

12/93 Association of Military Vascular Surgeons
Functional Outcomes in Limb Salvage Surgery

1/94 Deep Vein Thrombosis Prophylaxis and Treatment. Grand Rounds Quincy Hospital.

2/94 Grand Rounds - Quincy Hospital, Quincy, MA
"Deep Vein Thrombosis and Pulmonary Embolism; Prevention and Management"

Woodson, J

4/94 Management of Occluded Carotid Arteries. Massachusetts
General Hospital, Harvard Medical School Course in Vascular Surgery
4/94 Harvard Medical School/Mass. General Hospital - Vascular
Surgery'Course, Management of Total Carotid Occlusion.
7/94 Vascular Trauma. Nursing Education Day, Boston City Hospital
10/94 Management of Vascular Trauma, Grand Rounds, St. Lukes
Hospital, New Bedford, MA.
10/94 Outcomes Research. Medical Teaching Conference, Boston
University
4/95 Subclavian Vein Thrombosis. Implications and Treatments,
Grand Rounds, Quincy Hospital, Quincy, MA
4/95 When Does an Inferior Mesenteric Artery Need to be
Reimplanted in Aortic Surgery. Massachusetts General Hospital, Harvard
Medical School Vascular Surgery Course
5/95 Vascular Trauma Evaluation and Management. Vascular Grand
Rounds, Carney Hospital, Dorchester, MA
5/95 Outcomes Research. Grand Rounds, Division of Surgery, Boston
Medical Center.
5/96 When Does an IMA Need to be Reimplanted? Massachusetts
General Hospital, Harvard Medical School Course in Vascular Surgery
10/96 Vascular Trauma. Grand Rounds St. Elizabeth's Hospital,
Boston, MA
5/97 Boston University Department of Surgery Grand Rounds,
Outcomes
Research and Quality Improvement in Medicine
5/97 Boston University Department of Medicine Grand Rounds, Error
Prevention and Quality Improvement in Medicine
5/97 Harvard Medical School/Mass. General Hospital-Vascular
Surgery
Course, "Choosing the Right Operation for Treatment of
Varicose Veins"
5/98 Harvard Medical School/ Massachusetts General Hospital
Vascular Surgery Course, "Surgical Procedures for Maintaining
Dialysis Access"
1/99 Grand Rounds Boston University Dept. of Surgery "Indications
for Carotid Endarterectomy. Implications of NASCET and ACAS"
1/99 General Internal Medicine Grand Rounds " Overview of
Peripheral Vascular Disease"
5/99 Harvard Medical School/Massachusetts General Hospital "Update
on the Management of Vascular Trauma"

9/99 Gore Vascular Surgery Fellows Lecture Series "Management of
Vascular Trauma"
10/2000 Boston University NIH Certification Course-"Protection of
Human Subjects in Research"

Woodson, J

- 5/2000 Harvard Medical School/Massachusetts General Hospital Vascular Surgery Course "Vascular Access for Dialysis- What Works"
- 11/2000 Boston University, Smithwick Vascular Surgery Symposium "Great Vascular Debate: Preoperative Cardiac Evaluation Prior to Vascular Surgery- Is it necessary?"
- 12/2000 Harvard Medical School/Massachusetts General Hospital ATLS- Management of Vascular and Musculoskeletal Trauma
- 3/2001 Medical Response to Disasters and Acts of Terrorism; A Civilian-Military Partnership, 804th Medical Brigade Symposium, Boston, MA
- 5/2001 Harvard Medical School/Massachusetts General Hospital Vascular Surgery Course- "Dialysis Access"
- 5/2002 Harvard Medical School/ Massachusetts General Hospital Vascular Surgery Course- Wound healing
- 5/2004 Harvard Medical School/ Massachusetts General Hospital Vascular Surgery Course- "Dialysis Access"
- 3/2004 Deployment Medicine. 804th Medical Brigade Symposium. Boston, MA
- 11/2004 "Getting to Yes; A look inside the IRB Process" at The Public Responsibility in Medicine and Research Annual Meeting, San Diego, CA
- 3/3005 Trauma Care in the Combat Zone, Lansthal Regional Medical Center, FRG
- 11/2005 "Dealing with the Difficult Investigator; The Role of the IRB Chairman" at The Public Responsibility in Medicine and Research Annual Meeting
- 9/2005 Does Vascular Surgery have an Identity Crisis? New England Society for Vascular Surgery
- 5/2006 Harvard Medical School/Massachusetts General Hospital- "Deep Vein Thrombosis and Thrombolysis"
- 3/2007 Medical Operations and Trauma Care in the Combat Zone, Boston Surgical Society
- 5/2008 Harvard Medical School/ Massachusetts General Hospital Update in Vascular Surgery and Endovascular Surgery Course. "Update in Wound care in Vascular Surgery."
- 5/2009 Harvard Medical School/ Massachusetts General Hospital Update in Vascular Surgery and Endovascular Surgery Course. Problem Cases in Vascular Surgery- Experts Panel

PUBLICATIONS

1. Podlas, J., Barbieri, R. L., Salzman, R., Woodson, J., Fuller, A.,: Toxic Shock Syndrome in the Luteal Phase of the Menstrual Cycle; American Journal of Obstetrics and Gynecology 141:2
2. Fisher, J.B., Dennis, R.C., Valeri, R.C., Woodson, J., Doyle, J.E., Walsh, R.N., Menzoian, J.O.,: Effects of Synthetic Graft Material on Blood Loss Following Aortic Surgery 1989 SG & O May 1991 173: 131-136
3. Hanrahan, L.M., Araki, C.T., Fisher, J.B., Rodriguez, A.A., Walker, T.G., Woodson, J., LaMorte, W.W., Menzoian, J.O.,: Evaluation of the perforating veins of the lower extremity using high resolution duplex imaging. Journal of Cardiovascular Surg. 1991 32: 87-97
4. Woodson, J., Rodriguez, A.A., Menzoian, J.O.,: The use of Autologous Internal Jugular Vein as Interposition Graft for Femoral Vein Reconstruction. A Useful Approach in Selected Cases. Annals of Vascular Surgery 1990 4:494-497
5. Millham, F.H., Hudson, H.M., Woodson, J., Menzoian, J.O.: Intra-aortic Balloon Pump Entrapment. Annals of Vascular Surgery July 1991 5:381-383
6. Cordts, P.R, Hanrahan, L.M., Rodriguez, A.A., Woodson, J., LaMorte, W.W., Menzoian, J.O.: A Prospective, Randomized Trial of Unna's Boot versus Duoderm CGF Hydroactive Dressing Plus Compression in the Management of Venous Leg Ulcers. Journal of Vascular Surgery Vol. 15 No. 3 480-486 March 92
7. Hudson H.M., Woodson, J., Hirsch E.,: The Management of Traumatic Aortic Tear in the Multiple Injured Patient. Annals of Vascular Surgery 1991; 5:381-384
8. Gillespie D. L., Woodson J., Kaufman J., Parker J., Greenfield A., Menzoian J.O.: The Role of Arteriography for blunt or penetrating injuries in proximity to major vascular structures - An evolution in management. Annals of Vascular Surgery March 1993; 7:145-9
9. Rosenblatt, M., Aldridge, S., Millham, F., Woodson, J., Hirsch, E.: Temporary Thoracotomy Wound Closure Following Penetrating Thoracic Aortic Injury. Military Medicine 1993; 158(1):58-59.

10. Gillespie, D.L., Cordts, P.R., Hartoni, C., Woodson, J., Obi-Tabot, E., LaMorte, W.W., Menzoian, J.O.: The Role of Air Plethysmography
11. (APG) in Monitoring Results of Venous Surgery J. Vasc. Surgery 1992; 16:674-678
12. Kaufman, J.A, Parker, J.E., Gillespie, D.L., Greenfield, A.J., Woodson, J., Menzoian, J.D.,: Arteriography for Proximity of Injury in Penetrating Extremity Trauma. Journal of Vascular and Interventional Radiology Nov. 1992; Vol. 3, No. 4
13. Woodson, J.: Management of Vascular Trauma. Comprehensive Therapy March 1994, Volume 20(3).
14. Gardner, G.P., Cordts, P.R., Gillespie, D.L., Lamorte, W., Woodson, J., Menzoian, J.O.: Can Air Plethymography Accurately Identify Upper Extremity Deep Vein Thrombosis? J. Vasc. Surgery 1993:18:808
15. Gardner, G.P., Josephs, L.J., Rosca, M., Rich, J., Woodson, J., Menzoian, J.O.: Retroperitoneal Incision: An Evaluation of Postoperative Flank Bulge. Archives of Surgery 1994; 129:753-756.
16. Duggan, M., Woodson, J., Scott, T., Ortega, Menzoian, J.O.: Functional Outcomes in Limb Salvage Surgery. The American Journal of Surgery 1994; 168:188-191
17. Hirsch, E., Woodson, J., Levy, K., Gillespie, D.: Assessment of Trauma System Needs at Emergency Hospitals. World Journal of Surgery (Submitted)
18. Donald K, Woodson, J. Hudson H, Menzoian JO: Multiple Mycotic Psuedoaneurysms Due To Yersinia Enterocolitica: Report Of A Case And Review Of The Literature. Annals of Vascular Surgery 1996; 10(6):573.
19. Stanley A C, Barry M, Scott T E, LaMorte W M, Woodson J, Menzoian JO, The Critical Pathway and Its Impact on Patient Care Following Infrainguinal Bypass J. Vasc. Surgery 1998 27:6
20. Goldberg R M, Gianturco L E, Yucel E K, Feldman L, Woodson J, Menzoian J O, M R Angiography vs. X-Ray Angiography for Peripheral Vascular Planning: A Prospective Study at Two Institutions
21. Reid, SK, Pagan-Marin, H, Menzoian, JO, Woodson, J, Yucel, KE: Contrast-Enhanced Moving Table MR Angiography: Prospective. JVIR Jan 2001

22. Raffetto JD, Chen MN, LaMorte WW, Seidman CS, Eberhardt RT, Woodson J, Gibbons GW, Menzoian JO.: Factors That Predict Site of Outflow artery Anastomosis in Infrainguinal Revascularization. *J. Vasc. Surgery* 2002;35:6
23. Woodson, J. "Getting to Yes: A Look Inside IRB Deliberations" *IRB Times*, Boston University Medical Center Internet Chronicle, Sept 2004
24. Huang, AL, Silver, AE, Shvenke, E, Schopfer, DW, Jahangir, E Titas, M, Shiplman, A, Eberhardt, RT, Menzoian, JO, Watkins, MT, Gibbons, G, Woodson, J, Shaw, P, Dhadly, M, Kearney, JF, Gokce, N, Vita, J, Predictive Value of Reactive Hyperemia for Cardiovascular Events in Patients with Peripheral Arterial Disease. *Arterioscler Thromb. Vasc. Biol*, November 2007
25. Vladimir FG, Farber A, Oropallo A, Woodson J, and Gibbons G. Unusual presentations of ruptured abdominal aortic aneurysm: Case report and review of the literature. *Romanian J Angiol Vasc Surg* 8 (1-2): 41-44, 2007.
26. Magge, D, Farber A, Vladimir F, Woodson J, Collins K, Shaw, and Gibbons G. Diagnosis and Management of Traumatic Pseudoaneurysm of the Carotid Artery: Case report and review of the literature. *Vascular* 16: 350-55, 2008
27. Semaan E, Hamburg N, Nasr W, Shaw P, Doros G, Eberhardt R, Woodson J, Farber A. Endovascular Management of the Popliteal Artery: Comparison of atherectomy and angioplasty (Accepted and pending publication in *Vascular and Endovascular Surgery*)

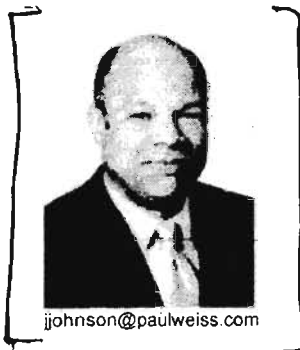
BOOK CHAPTERS

1. Non-operative Treatment of Venous Ulcers. Menzoian, J.O., Lamorte, W., Woodson, J. *Current Therapy in Vascular Surgery* Third Ed. Mosby-Year Book, Inc. pps. 919, 1994
2. Woodson, J., Menzoian, J.O.: Cerebral Protection During Carotid Surgery. In *Vascular Surgery: Theory and Practice*. Callow AD and Ernst JC, Editors. Appleton and Lange, Philadelphia, PA. pps 511, 1995
3. Woodson J: Measuring Outcomes in Vascular Surgery. In *Vascular Surgery: Theory and Practice* Callow AD and Ernst JC, Editors. Appleton and Lange, Philadelphia, PA. pps 1739, 1995.

Woodson, J

4. Review "Decision Making in Vascular Surgery. J.Vasc. Surgery Nov. 2002

Paul Weiss



New York

Phone 212-373-3093
 Fax 212-373-2795
 Add to Outlook

Related Practices

Litigation

- Employment
- Financial Institutions
- Intellectual Property Litigation
- Internal Investigations
- Securities Litigation
- White Collar Crime & Regulatory Defense

Education

J.D., Columbia Law School, 1982
 B.A., Morehouse College, 1979

Bar Admissions

New York
 District of Columbia

Courts

U.S. Supreme Court
 U.S. Court of Appeals, 1st Circuit
 U.S. Court of Appeals, 2nd Circuit
 U.S. Court of Appeals, 4th Circuit
 U.S. Court of Appeals, 6th Circuit
 U.S. Court of Appeals, 9th Circuit
 U.S. Court of Appeals, 10th Circuit
 U.S. Court of Appeals, 11th Circuit
 U.S. Court of Appeals, District of Columbia Circuit
 U.S. Court of Appeals for the Armed

Lawyers: Biography

Jeh Charles Johnson
 Partner

Jeh Charles Johnson's career has been a mixture of successful private law practice (as an experienced trial lawyer) and distinguished public service (as a federal prosecutor and presidential appointee). In private practice, Mr. Johnson has personally tried some of the highest stakes commercial cases of recent years. At age 47, he was elected a Fellow in the prestigious American College of Trial Lawyers. Mr. Johnson has been profiled on the front page of *The Wall Street Journal* (April 22, 1998), in a story in *The New York Times* (February 24, 2007) and in numerous other publications. Mr. Johnson is currently chair of the recruitment committee at Paul, Weiss.

Mr. Johnson's career as a trial lawyer began in 1989-91, as an Assistant United States Attorney in the Southern District of New York, where he prosecuted public corruption cases. In three years as a federal prosecutor, Mr. Johnson tried 12 jury cases and argued 11 appeals before the Second Circuit.

Building on his trial experience as an AUSA, Mr. Johnson has continued to try significant civil and criminal cases in private practice:

- In 2005, Mr. Johnson represented Citigroup in defense of a \$900 million arbitration claim, the second largest ever filed with the NASD. Mr. Johnson tried the case in Denver over three weeks, after which the arbitrators dismissed all claims in their entirety. The huge victory was reported in *The Wall Street Journal*.
- In 2005, Mr. Johnson represented Salomon Smith Barney in defense of an \$86 million arbitration claim. This NASD arbitration was tried in New York over 25 days, after which the arbitrators dismissed all claims in their entirety.
- In 2008, Mr. Johnson and several other Paul, Weiss partners represented songwriters and music publishers in multi-week trial proceedings before the Copyright Royalty Judges in Washington, D.C. to set mechanical royalty rates for the music industry.
- In 1994, Mr. Johnson and two other Paul, Weiss partners successfully defended Armstrong World Industries in a four-month jury trial of an antitrust case in federal court in Newark. The first trial of the case, by another law firm, resulted in a \$220 million verdict against Armstrong. The court then granted a motion for a new trial. Mr. Johnson and his colleagues retried the case and obtained a defense verdict.
- In 2001, Mr. Johnson tried a one-month AAA commercial arbitration in Washington, D.C., after which his corporate client received an award of \$33 million. All claims of the adversary were dismissed in their entirety.
- In 1996, Mr. Johnson defended one of the largest commercial banks in the world in a nine-week jury trial in New York state court, the jury verdict for the plaintiff was a small fraction of the \$30 million sought.
- In 2002, Mr. Johnson tried a one-month case in San Diego for R.J. Reynolds Tobacco Company in a suit brought by the California Attorney General concerning the company's advertising practices in the state.
- In 2006, Mr. Johnson and partner John Nathan were set to try the famed "razor wars"

Forces

U.S. District Court, Southern District of New York

U.S. District Court, Eastern District of New York

U.S. District Court, Eastern District of Michigan

U.S. District Court, District of Colorado

patent infringement case for Gillette against Energizer (Schick), before a federal jury in Boston. The case settled on the eve of trial.

In 2005, Mr. Johnson was retained by the law firm of Orrick Herrington & Sutcliffe LLP to represent it in New York state court, in an unusual lawsuit brought against the firm by a former associate who claimed fraud and breach of a promise to make him a partner at the firm. In August 2008, almost all the associate's claims were dismissed by the court, and the plaintiff was limited to nominal damages on the surviving claims.

On the appellate front, Mr. Johnson recently argued and won *Gutierrez v. Johnson & Johnson*, 523 F.3d 187 (3d Cir. 2008). Mr. Johnson argued *People ex rel. Lockyer v. R.J. Reynolds Tobacco Co.*, 116 Cal. App. 4th 1253, 11 Cal. Rptr. 3d 317 (2004), in California state appellate court. While still an associate, Mr. Johnson personally argued the appeal and prevailed in a large and complex securities case, *Shawmut Bank, N.A. v. Kress Associates*, 33 F.3d 1477 (9th Cir. 1994). While a federal prosecutor, Johnson argued *United States v. Cea*, 925 F.2d 56 (2d Cir. 1991), *United States v. Oliveras*, 905 F.2d 623 (2d Cir. 1990), and *United States v. Griffin*, 884 F.2d 655 (2d Cir. 1989), among other appellate cases.

In 1998, Mr. Johnson left Paul, Weiss for 27 months when President Clinton appointed him General Counsel of the Department of the Air Force, following nomination and confirmation by the U.S. Senate. In that position, Mr. Johnson was the chief legal officer and one of the civilian leaders of a military department of 1,700 lawyers and 500,000 personnel with an \$80 billion budget. Mr. Johnson was awarded the Decoration for Exceptional Civilian Service.

Mr. Johnson is involved in national political affairs. In 2004, Mr. Johnson served as Special Counsel to John Kerry's presidential campaign, during which he provided advice on a range of issues and made surrogate appearances on several national TV news programs. Mr. Johnson is now actively involved in Senator Barack Obama's presidential campaign, as a member of his national finance committee, as an advisor on national security and international law issues, as a delegate to the Democratic National Convention, and as New York State counsel to the campaign. Mr. Johnson has also made numerous surrogate TV appearances for the Obama campaign on NBC, MSNBC and FOX News.

In January 2007, Mr. Johnson was nominated by the bipartisan New York State Commission on Judicial Nomination to be Chief Judge of New York. Though the incumbent Judith Kaye was reappointed by Governor Spitzer, Mr. Johnson was rated "well qualified" for the position by the New York State Bar Association – the highest rating it can give.

While in private practice, Mr. Johnson is active in professional and community activities. From 2001-04, he was Chair of the Judiciary Committee of the New York City Bar Association, which rates and approves all the federal, state and local judges in New York City. He now serves on the Executive Committee of the City Bar.

Mr. Johnson is a member of the Council on Foreign Relations and the American Law Institute. He currently serves on the Board of Governors of the Franklin and Eleanor Roosevelt Institute and the Board of Advisors of the National Institute of Military Justice. Mr. Johnson is a past or present director or trustee of Adelphi University, the Federal Bar Council, the Fund for Modern Courts, the New York Community Trust, the Legal Aid Society, the Delta Sigma Theta Research and Education Fund, the Vera Institute, the Lawyers' Committee for Civil Rights Under Law, the New York Hall of Science, the Film Society of Lincoln Center and the New York City Bar Fund, Inc. In 1995-97, he was an adjunct lecturer in trial practice at Columbia Law School.