

**SUMMARY**

- Mobile, offline, and multi-channel supported consumer (B2C) technology and industry applications
- Leader experience in the intersection of mobile and internet services (search, social mapping, mail, etc)
- Veteran of startup start-ups, 5-man squadrons and 200-person engineering groups
- Speaker at CTA, Reuters, quoted in newspapers, magazines, and radio shows
- Lead author of 24+ patents in internet ads and mobile

**PROFESSIONAL EXPERIENCE**

- Google** *April 2003 - Present, Mountain View, CA*
- Head of Mobile Product Management, North America (2008 to present)** - Promoted to head of mobile product management team for all of Google Mobile. Responsible for product management (search, maps, apps, local, voice, social), key global deals (Nokia, Apple, ZTE), Vodafone Sony-Freeson) and overall strategy. First employee of Google's mobile group in 2005. Led product teams across 100+ countries and 100+ languages.
- Addressed 80% better retention and performance for new direct reports across North America who manage 100 engineers/manager for building infrastructure and building apps
  - Helped drive 100% growth in mobile business since Jan 2007 through product, design, strategic partnerships, and innovative technology
  - Achieved 10-100x greater penetration of our services (mail, maps, etc) than any competitor offering in industry
  - Achieved tens of millions of downloads of Google applications per year by optimizing organic downloads, securing app store deals, and forming pre-installation partnerships with OMs that drive tens of millions of downloads per year of key Google services
- Lead for Mobile Partnerships (2005 to 2007)** - Lead partners for worldwide mobile partnerships across carriers, handset OEMs, and users. Established winning position for Google's mobile partnership business.
- Strong operational framework for deals with Vodafone, NTT, CMCC, Airtel, Telefonica, and other major carriers
  - Led strategy and execution for handset OEM partnerships, including deals with Motorola, Nokia, and RIM
  - Designed and launched mobile search platform for carriers, ultimately deployed on 12 of world's top 20 carriers with features closely tied to user experience
- Product Manager, AdWords (2003 to 2005)** - Key member of product management team that drove revenue from \$0.4B in 2002 to over \$1.2B in 2005.
- Launched CPB bidding, "site targeting", Google Advertising Professionals, and other key AdWords capabilities
  - Designed, patented and launched Google Image Ads earning \$100M in revenue by 2005
  - Designed, negotiated and launched Yahoo! Keyword for AOL search \$200M in annual revenue by 2005
- Altera Ventures** *February 2001 - November 2000, Menlo Park, CA*
- Investment Analyst** - Altera Venture Inc. \$2.5B late-stage venture capital firm.
- Closed only Bay area deal in all of 2002, advised company post-funding
  - Served as board observer on major \$10M West Coast deals (financial dist. financing, licensing, plant, and other private equity transactions)
- Quest, Inc.** *September 1999 - November 2000, Mountain View, CA*
- Co-founder** - Quora (www.quora.com) is a 200M+ visit (in global) services company (100+ countries) including CIA, Dept of the Navy, Microsoft, Amazon, eBay, Google and others.
- 90% business plan raised \$25M in funding, and scaled into 10+ employees
  - Served and proved initial technology concepts, product management efforts

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## SUMIT AGARWAL

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- ▮ Successfully launched product into market, closed first 4 alpha partners
- ▮ Helped hire, manage and mentor first 20 employees

### TRILOGY DEVELOPMENT GROUP

*June 1998 – September 1999, Austin, TX*

- Pre-sales Engineer** – Advanced to pre-sales engineering role and helped close multi-million dollar sales
- Implementation Consultant** – Coded sales force automation software for telecommunications sector customers

### MILITARY EXPERIENCE

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#### MARYLAND AIR NATIONAL GUARD

*June 1998 – Present, Ft. Meade, VA*

**Network Warfare Officer** – Member of leadership cadre of 60-person unit. Lead team of 6 in deploying commercial software inside military networks to enable computer network attack, defense, and exploitation. Top secret clearance (TS/SCI). Currently hold rank of Major (O-4). Candidate for Lieutenant Colonel in 2010.

- ▮ Since 2004, responsible for building military capabilities in cyber-warfare and defending against cyber-terrorism
- ▮ Recognized by head of \$10B government agency for bringing Silicon Valley software expertise into agency
- ▮ From 1998-2004, trained as military civil engineer building runways and bases for rapid combat deployments
- ▮ Serve 50-70 days per year since 1998, 90-day tour at Al Udeid Air Base, Qatar for Operation Enduring Freedom
- ▮ Numerous awards and decorations such as Expert Marksman, Air Force Commendation Medal, Global War on Terrorism Service Medal, and Director's Coin personally presented by DIRNSA

### EDUCATION/INTERESTS

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#### AIR FORCE UNIVERSITY

*August 2007 – June 2009, San Francisco, CA*

- ▮ **Master's Degree in Military Operational Art and Science** – candidate for Summer 2009. Coursework includes Joint Operational Planning, Practice of Command, Leadership in Warfare, International Security Studies.

#### MASSACHUSETTS INSTITUTE OF TECHNOLOGY

*August 1994 – June 1998, Cambridge, MA*

- ▮ **B.S. Chemical Engineering** – also completed most requirements for biomedical engineering minor. Semi-finalist in MIT 50K Entrepreneurship Competition for business plan entitled "SharkTail Technologies" for efficient ocean propulsion
- ▮ **Wing Commander, Air Force ROTC Detachment 365** – Overall cadet commander of MIT's Air Force ROTC Detachment. Solely responsible for training 70+ cadets from MIT, Harvard, Tufts, and Wellesley to become future Air Force officers. Recognized for creating greatest degree of change observed within a single semester and greatest improvement in cadet satisfaction

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## **SAJEEL S. AHMED**

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Highest Federal civilian grade held: Senior Executive Service (SES) - (Current)

**Federal executive manager and leader. Proven ability to manage and integrate major facilities, construction, information Technology (IT), and Security infrastructure projects and delivering turn-key solutions to accomplish organizational goals and mission.**

- Senior leader of the Congressionally-mandated – ESB Pentagon Renovation and construction program responsible for total life cycle management, including planning, programming, budgeting, acquiring, implementing, sustaining, interim operations and maintenance supporting 23,000+ Pentagon users. Recipient of Government Computer News 2006 Top 12 IT Leaders Award.
- Integrates major IT and construction efforts and manages projects using multiple metrics and tools. Balance Scorecard, Earned Value Management, award fee incentives, etc.
- Manages a 400+ government/contractor team of engineers (all disciplines), architects, planners, technicians, installers, acquisition staff, safety personnel, and quality assurance testers.
- Provided IT leadership throughout the post-9/11 \$400M Pentagon Command Communications Survivability Program and \$450M Defense Continuity Information Network program implementation and operations. Recipient of 2007 Federal 100 Award.
- Technical Consultant to executive governance boards: Pentagon Governance Council, Pentagon Area CIO Council, and Pentagon Security Advisory Group.

*"...addresses the tough issues head on with team members, partners and customers... 90% success rate in meeting project expenditures was dependent on his admirable performance... maintains direct and frequent contact with all our customers and partners... instilled an attitude within his element of the program that no task is too tough and no task should be avoided when it comes to serving our customers..."*

*(from official Evaluation)*

**Senior Systems Engineer and Technical Manager. Comprehensive skills include; electronics engineering; IT systems management, architecture planning; development, design and integration; and program budgeting, implementation, and operations. Able to generate consensus among diverse groups**

- Implemented a multifunctional Integrated Project Team comprising all IT disciplines, project management professionals, and Office of the Secretary of Defense staff to provide oversight for a new IT infrastructure for Pentagon users throughout the National Capital Region.
- Additional advanced training in dozens of programs including project management, lean six sigma and network security design.

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**PROGRAM MANAGER/ DIRECTOR - Pentagon Renovation (PENREN) Program  
Department of Defense (DoD)**

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Dates: 9/2006 - present

Grade: SES-0301

Senior DoD leader and program manager. Responsible for PENREN's strategic and programmatic activities including planning, architecture, design, construction, IT infrastructure, security infrastructure, budgeting, acquisition strategy, contracting, scheduling, office moves, and execution of PENREN projects.

- Oversees all PENREN program activities and other major construction projects on the Pentagon Reservation and all DoD elements supporting the PENREN program, including Army organizations with contracted support. Also oversees the design, development and implementation of IT systems and security infrastructure for the renovated Pentagon.
- Leads a staff of ~425 personnel on a \$-5B program to renovate the Pentagon, enhance information technology, install security infrastructure, and provide continuity of operations/government for DoD. The annual budget for the program is ~\$.4B. Leads PENREN program and construction projects in a tremendously complex and politically sensitive environment. Assures success in bringing the Nation's defense headquarters – the Pentagon and its IT infrastructure into the 21st Century. Maintains the program at the leading edge of construction and IT industry best practices through research, innovation and creative acquisition. Program is on cost and ahead of schedule.
- Manages a professional team providing customer relations (25,000+ customers), interface to project teams, requirements collection, and delivering value added solutions.
- Manages a world-class workforce consisting of military, civilians from multiple organizations, and contractors working in an integrated project team environment, fostering continuous cooperation and teamwork. Responsible for hiring, training plans, performance appraisals, and assisting employees in career development.
- Foster wide range of dialogues and briefings with Senior Pentagon Executives and organizations, tenants, and Congressional staff to build coalitions supporting PENREN project and keeping the program on a successful path.

**DEPUTY DIRECTOR FOR INFORMATION TECHNOLOGY – PENREN, DoD**

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Dates: 8/2004 - 8/2006

Grade: SES-0301

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- Implemented a modernized IT infrastructure in renovated Pentagon on an aggressive schedule while keeping all mission essential functions operational. This infrastructure supports both DoD Senior Executive Leadership and supporting Command Centers.
- Provided executive leadership for the successful completion of the \$.4B Command Communications Survivability Project (CCSP) on cost and on schedule.
- Developed the new Pentagon Enterprise Architecture, which is based on Federal and DoD guidelines, and industry standards/best practices and avoids duplication of effort and unnecessary expenditures. PENREN is implementing this architecture throughout the renovated Pentagon
- Provided executive management for all PENREN construction and IT projects at the Raven Rock Military Complex (RRMC) – Alternate National Military Command Center.
- Led team to perform the PENREN mid-course review including project status and budget assessment and assisted the Program Director in obtaining an accurate expenditure plan for all elements of the organization. Led the PENREN FY08-13 POM build process and articulated the funding requirements to Director WHS and Director Financial Management Directorate to ensure successful program completion.

**Dual appointment - providing leadership to the PENREN IT group:**

**DIRECTOR, PENTAGON ENGINEERING DIRECTORATE**  
US Army Information Systems Engineering Command (USAISEC)  
(Critical Acquisition Position – Level III)

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**TECHNICAL DIRECTOR, PENREN**  
Pentagon - Washington, DC 20301-6000

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**Dates:** 6/1999–8/2004

**Grade:** GS-0855-15

Lead Systems Engineer for Pentagon IT Renovation program and related initiatives. Direct systems engineering, integration, and implementation. Provide general engineering direction, requests, and defends resources required for task execution. Ensure projects delivered are professional and meet customer needs.

- Responsible for all aspects of this highly visible DoD/PENREN office. Managed project schedules and resource assignments. Directed all hiring, training, and performance evaluation. Provided leadership for staff career development.
- Directed, led, and trained 180 person Government/contractor team of engineers, computer specialists, technicians, installers and quality assurance testers for the development and implementation of a secure integrated voice, data, and video IT infrastructure.
- Led engineering “tiger teams” for systems security evaluations, designs, and implementations in record time. Substantially increased security for managers throughout DoD.

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Direct all technical support to Commander, USAJSEC and Commanding General, Communications-Electronics Command (CECOM) in achieving their vision for the command during its evolution to advance the ongoing transformation of the US Army.

- Effective application of personnel and fiscal resources for the execution of the Directorate's and Command's mission.
- Provided that mission-related training to at least 50% of assigned personnel. Honorary awards given to 25% of staff.
- Ensured effective integration with other CECOM organizations for projects identified by the Command Integration Council.

Strategize, negotiate, and coordinate customer support work plans, finding innovative and responsive ways to contribute to customers' cost, schedule, and performance.

- Achieved 98.5% customer satisfaction rating, with all deliverables completed on or ahead of schedule.
- Achieved 60%+ growth in reimbursable work.

Successful crisis management in taking the technical lead after September 11, 2001 and during the Iraq war to ensure that the IT infrastructure at the Pentagon and at Alternate Sites was implemented and operational to support DoD Senior Executive Leaders.

- Continuity achieved in less than two weeks following 9/11 in reestablishing the Army network and ensuring legacy Pentagon IT maintained Command and Control connectivity with operational forces.
- Massive technical effort set standard for the successful relocation of tenants with fully operational IT back to the 9/11 damaged area of the Pentagon within one year. The President of the United States and DoD Senior Executive Leaders acknowledged the undertaking.

#### EVALUATION OF PERFORMANCE

*"... superbly manages the command's most productive directorate... best Director in the command... solid SES candidate, capable of assuming greater responsibility... performed an excellent job during the 9/11 attack on the Pentagon..."*

*(from official Evaluations)*

#### **LEAD ENGINEER, SYSTEMS ENGINEERING AND INTEGRATION**

US Army Information Systems Engineering  
Pentagon - Washington, DC 20301-6000

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**Dates:** 10/83 - 6/99

**Grade:** GS-0855-13/14

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Technical lead of PENREN Information Systems Integration Team with responsibilities for technical management, integration, and resources assignment.

- Managed 75+ government and contractor engineers and matrix support personnel
- Provided integrated information infrastructure for Pentagon decision-makers, including design, implementation, and integration of new Pentagon information system networks comprised of classified and unclassified data networks, voice switching, video, defense message systems, networks and systems management, security, and technical control.

Senior Program Manager participating in budget development and reviews, providing briefings to organizations at all levels of the DoD, and giving engineering support and technical guidance to the Pentagon Single Agency Manager (SAM).

- Technical lead of numerous "tiger teams" that analyzed and resolved issues for the renovation program and SAM.
- Organized and established USASRC field office for Defense Message System (DMS) at Defense Information Systems Agency-Joint Interoperability Engineering Organization.

#### SYSTEM ENGINEER, NETWORKS

US Army Information Systems Engineering Command — US Army Headquarters  
Fort Huachuca, AZ 85613

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Dates: 6/89 – 10/93

Grade: GS-0855-07/L2

Lead systems engineer for DMS, a critical messaging system program for all of DoD.

- Integrated current Army messaging systems based on different architectures and protocols. Designed and implemented DoD messaging concepts and architecture into open systems.

Systems engineer for Department of the Army Pentagon E-Mail Operability Project.

- Developed and integrated a detailed engineering solution providing integration and interoperability of 14 dissimilar e-mail systems.

#### EDUCATION — ADVANCED PROFESSIONAL TRAINING

BS, Electrical Engineering — University of Illinois at Chicago - 1989

RES APEX Orientation Program, Department of Defense - 2006

Leadership for a Democratic Society, Federal Executive Institute - 2006

Fundamental Systems Acquisition 101, DAI - 2004

Intermediate Systems Acquisition 201, DAI - 2004

## WAYNE ARMY

Wayne Army is the Deputy Under Secretary of Defense for Installation and Environment. In this position, he has management and oversight responsibilities within the Department of Defense for military installations worldwide. These cover a land area of over 46,000 square miles and contain 587,000 buildings and structures valued at more than \$640 billion. His responsibilities include the development of installation capabilities, programs, and budgets; base realignment and closure; privatization of military housing and utilities system; competitive sourcing; and integrating installations and environment needs into the weapons acquisition process. Additionally, he has responsibility for environmental management, safety and occupational health; environmental restoration at active and closing bases; conservation of natural and cultural resources; pollution prevention; environmental research and technology; fire protection; and explosives safety. Mr. Army also serves as the Department's designated Senior Real Property Officer, as well as the DOD representative to the Advisory Council on Historic Preservation.

Most recently Mr. Army was the Deputy Assistant Secretary of the Navy (Installations & Facilities) for the Department of the Navy. In this position, he was responsible for oversight of Military Construction, Energy and Utility Privatization, BRAC execution and disposal, and Family and Bachelor Housing Privatization for the Navy and the Marine Corps. He also served concurrently as the Principal Deputy Assistant Secretary of the Navy (Installations & Environment). His first position with the George W. Bush Administration was as the Deputy Assistant Secretary of Defense (Senate Legislative Affairs) for the Department of Defense, responsible for legislative coordination between the Department of Defense and the U.S. Senate.

Prior to joining the Bush Administration, Wayne Army was the President of Wayne Army & Associates, a government relations firm he founded in January 1990 after 29 years in the Federal Government and the U.S. Navy. His firm represented clients involved in national security and international affairs issues in front of the Executive and Legislative Branches. He also assisted his clients in marketing to the Federal Government and the Private Sector.

In 1989 Wayne Army left federal service for the first time after serving on Capitol Hill and in two positions in the Reagan Administration. From 1986 to 1989 he was the Program Associate Director (National Security & International Affairs) at the OMB in the White House handling all government wide budget and execution issues related to the Departments of Defense and State and all the other major and minor agencies that make up Defense and Foreign Affairs components of the Federal Government. From 1984 to 1986 he was the Principal Deputy Assistant Secretary of the Navy (Shipbuilding & Logistics) handling procurement issues covering shipbuilding, aircraft procurement, real estate, environmental restoration, weapons procurement, and logistics. From 1981 to 1984 Mr. Army was a Professional Staff Member on the Subcommittee on Sea Power and Force Projection of the Senate Armed Services Committee, where he worked for Sen. John Tower (R-TX) and Sen. Bill Cohen (R-ME). He was responsible for Navy shipbuilding, research and development, missiles, torpedoes, electronics, ASW aircraft, airlift, rapid deployment forces, and general strategy issues.

Wayne Army is a 1964 graduate of the U.S. Naval Academy and served as an active duty Naval Aviator until 1981, achieving the rank of Commander. He resigned to work for the Senate Armed Services Committee. During his active duty service, he was a fighter pilot flying the F-4 PHANTOM off Vietnam, with additional tours in the Western Pacific, the Mediterranean and the North Atlantic. During his career he was also a Test Pilot and a long-range planning officer for the Chief of Naval Operations. In 1979 he was the first Navy Fellow and first Military Fellow at the American Enterprise Institute for Public Policy Research. In 1980 he was a planning officer in the State Department. He finished his career as a Captain in the Naval Reserve, having had command of two Battle Staffs; one for the Chief of Naval Operations in Washington, D.C. and the other for the NATO Command in Portugal.

In addition to graduating from the U.S. Naval Academy with a Bachelor of Science degree, Wayne Army has a Masters in International Relations from Catholic University, Washington, DC. He is a graduate of the Navy Test Pilot School, the Navy Fighter Weapons School (Topgun), and the Naval War College.





# CONGRESSWOMAN NANCY E. BOYDA

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## **SUMMARY**

- Former Member of Congress (2007-2009) from the Second District of Kansas Served on the House Armed Services Committee (Personnel and Readiness Subcommittees) and House Agriculture Committee (Commodities, Conservation and Nutrition Subcommittees)
- Over 20 years in pharmaceutical research and development with a wide range of management responsibilities that required interfacing across all divisions of companies Expertise in problem definition/resolution, international relations management and team development

## **PROFESSIONAL EXPERIENCE**

### **US House of Representatives**

**Washington, DC and Kansas**

#### **Member of Congress KS-02**

**2007-2009**

Moderate Democrat with expertise on military and veterans' issues Served on the House Armed Services Personnel Services and Readiness Subcommittees Secured \$404 million to replace a severely outdated hospital at Fort Riley and \$15 million to rebuild a chapel at Fort Leavenworth Met firsthand with hundreds of soldiers during visits to Iraq and Afghanistan, at on-base listening tours, and deployment/redeployments

### **Legislative Accomplishments**

- H R 4137, Higher Education Reauthorization Act, included an amendment to require in-state tuition in all 50 states for children of military personnel for 4 years of college even if there is a change of station Signed into law P L 110-315
- H R 476, the Pension Forfeiture Act, to deny a taxpayer-funded pension to convicted Members of Congress Incorporated into the Honest Leadership, Open Government Act and signed into law
- H R 1773, Safe American Roads Act, to deny trucks from Mexico the ability to operate past the U S -Mexico border commercial zones Passed the House
- H R 4120, Effective Prosecution of Child Pornography Act, to clarify Congressional intent to make prosecution for having received child pornography via the Internet easier Signed into law P L 110-358
- H R 6113, Paperwork Reduction Act, to require federal agencies to include contact information on all required paperwork for small businesses Passed the House
- H R 6331, Medicare Improvements for Patients and Providers Act of 2008, included a provision to require prompt payment to retail pharmacies under Medicare Part D Signed into law P L 110-275

### **Constituent Accomplishments**

- Responded to more than 110,000 constituent letters, phone calls and e-mails
- Assisted more than 3,500 constituents with their problems with federal agencies
- Participated in more than 500 events and hosted 58 town hall Congress on Your Corner events

**Nancy Boyda for Congress**

**Topeka, Kansas**

***Candidate***

**2003-2006**

With no prior political experience, began a run for Congress in the fall of 2003 After an unsuccessful 2004 campaign, learned from mistakes and reran in 2005-2006 Won a highly Republican district by 4%

**Pharmaceutical Research and Development Consulting**

**Leawood, Kansas**

***Independent Consultant***

**2002-2003**

Worked with large and mid-sized pharmaceutical companies in clinical research trial execution

**Southwest Charter School**

**Kansas City, Missouri**

***7<sup>th</sup> Grade Math Teacher***

**2001**

Taught 7<sup>th</sup> grade math for 10 weeks in an inner-city charter school where nearly 100% of students were free-lunch-eligible Incorporated life skills like grammar and writing at every opportunity and level

**CyDex, Inc**

**Overland Park, Kansas**

***Director, Commercial Operations***

**1996-2001**

Responsible for operations/logistics, analytical support, supply chain issues, regulatory documentation for a startup company with a pharmaceutical delivery technology (Captisol®) licensed from University of Kansas First major accomplishment was bringing a qualified supplier (Sispy) from France on line to meet the strict requirements for injectable drugs Guided the RFP process, contract negotiations, engineering/design/build, and Good Manufacturing Process qualification to pass rigorous FDA requirements International relationships were key to this success

**International Medical and Technology Consultants, Inc (IMTCI)**

**Lenexa, Kansas**

***Director, Clinical Research Trial Management***

**1994-1996**

Hired to fix a business unit that had never turned a profit In two years, it became the most profitable of the five business units in the company Gross profit margin grew from under 30% to 49%

Assembled a management team and developed a game plan that

- Clearly defined and communicated our mission, values, and beliefs
- Revamped the group's orientation to become tenaciously customer-focused
- Developed strong relationships with groups that could help us obtain new contracts
- Kept a strict eye on project profitability and overall department finances
- Overhauled the recruiting process to include an emphasis on long-term commitment to more effectively address client project needs

**Marion Merrell Dow**

**Kansas City, Missouri**

***R&D Senior Project Manager***

**1988-1993**

Provided key interface for Marketing, Strategic Planning, Finance, Operations, Licensing and Legal Gained reputation for effectively managing relationships with licensors from Japan, Europe, and the US Led R&D technical teams on projects with \$100+ million budgets, charged with development of compounds from Investigational New Drug Application (IND) submission through Marketing Approval Facilitated decision making primarily through negotiations with team members as well as Management Identified and resolved issues that impacted the overall quality, timing, or budget of a project Selected to participate in process re-engineering for R&D

Accomplishments included:

- Leading a project team that filed an IND for a Japanese compound in six months—a significant accomplishment involving the integration of two very different corporate and country cultures.
- Co-leading the project team which submitted the only successful New Drug Application for the company in over three years.
- Receiving the CEO's Citation and Award for co-leading a project team through a financial/technical analysis decision to stop work on a \$100 million project that had no viable prospect of success.

**Senior Regulatory Affairs Associate—FDA Liaison**

**1985-1988**

Was principle liaison with FDA and USP regarding chemistry, manufacturing and controls submissions and Good-Manufacturing-Practices compliance. Led technical teams in the preparation of regulatory submissions.

Developed processes and strategies to turn around a failing unit and ensure that submissions were appropriately focused and presented to FDA. With the help of team members, authored a comprehensive submissions preparation manual and developed a tracking/communication system to assure compliance with submissions FDA had approved. In recognition of success, was honored with Marion Laboratories' highest award, the Presidential Award.

**Regulatory Affairs—Supervisor, Specifications and Compliance**

**1983-1985**

Coordinated the development of specification and test methods for all incoming, in-process and finished materials. Established a team process that enhanced communication/cooperation between operations and R&D.

**Regulatory Affairs—Environmental Compliance**

**1981-1983**

Developed the initial environmental compliance program for the company for air, water and hazardous waste. As liaison, established excellent working relationships with city and state authorities. Brought Marion into compliance and assured continued compliance with all local, state and federal laws. Moved into specifications center to learn Marion's core business.

**U.S. Environmental Protection Agency**

**Kansas City, Kansas**

**Inspector**

**1980-1981**

Performed on-site inspections of industry to assess compliance with federal hazardous waste and air pollution regulations.

**Chemist**

**1979-1980**

Prepared and analyzed environmental samples for priority pollutants using GC, GC/MS, ICP and AA. Moved into the Inspections Division of EPA at the request of Division Chief.

**EDUCATION**

**William Jewell College**

**Liberty, MO**

**B.A. in Chemistry**

**1977**

Summa Cum Laude (GPA: 3.8)

*Robert J. Butler*  
(S)(M)

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**OBJECTIVE** Senior executive position in the national security community or related private sector

**CURRENT POSITION** Operations Director, North American Public Sector, Computer Sciences Corporation (CSC) San Antonio, Texas

**SUMMARY** Over twenty-nine years of DoD leadership experience in a variety of intelligence, national security and information technology positions in the United States and Europe. DoD senior executive, National Defense Fellow at Georgetown University and Air Force Fellow at RAND

### ACCOMPLISHMENTS

<b>Leading People</b>	<ul style="list-style-type: none"><li>■ Led over 2000 persons at the Median Regional Security Operations Center, a global intelligence activity with a 4-service, multi-national team and a multi-million dollar budget.</li><li>■ Served as Director of Intelligence (J2) for US Transportation Command's global mobility mission during Operations Enduring Freedom and Iraqi Freedom; directed \$17M budget and over 300 intelligence personnel including command's joint intelligence center.</li><li>■ Also previously led over 100-persons intelligence squadron at Key West and 100-persons information operations (IO) activity in San Antonio, Texas – first-ever Air Force IO unit.</li></ul>
<b>Leading Change</b>	<ul style="list-style-type: none"><li>■ Led transformation of largest NSA field operation in the United States to best enable the nation's fight in the Global War On Terrorism; results include the successful reprogramming of \$350M to ensure future growth and mission sustainability.</li><li>■ Designed &amp; executed roadmap for transitioning intelligence to meet strategic mobility needs in the post-9/11 world, integrating commercial carrier and interagency sources.</li><li>■ Pioneered Office of Secretary of Defense (OSD) participation in interagency IO activity.</li><li>■ Developed roadmap to ensure successful stand-up of first "Cyberwatch" function in DoD.</li><li>■ At Key West, successfully developed and executed anti-closure and activity transition plan.</li></ul>
<b>Business Acumen</b>	<ul style="list-style-type: none"><li>■ As commander of 4 different organizations, successfully adapted best business practices to significantly increase intelligence production and proficiency while reducing costs through organizational adaptations, technology enhancements and implementing new processes.</li><li>■ Level II-certified member of Air Force's Acquisition Professional Development Program.</li><li>■ Led all IT engineering activity for major DoD intelligence systems acquisition in Europe.</li></ul>
<b>Building Coalitions/Teams</b>	<p>Successfully built &amp; led Air Force, joint, interagency, public/private sector and combined teams.</p> <ul style="list-style-type: none"><li>■ Stood up first-ever intelligence infrastructure acquisition groups for multi-billion dollar weapon system programs; crafted HQ AF approved intel plans for JSTARS, F 22 &amp; B-2.</li><li>■ Developed multiple communities of interest with NSA, NRO, DTA, NTMA and other defense agencies to better intelligence support for DoD and national customers.</li><li>■ Co-chaired interagency group to develop USCG &amp; USN position on "cyber arms control".</li><li>■ As senior intelligence officer for Transportation Command, developed transportation security information sharing program with commercial carriers and government agencies.</li><li>■ Strengthened UK &amp; Canadian partnerships to best enable support for US national security.</li></ul>
<b>Results Driven/Examples</b>	<ul style="list-style-type: none"><li>■ Development and acceptance of plan for future NSA-Lasas center of excellence.</li><li>■ Orchestration of intelligence support for largest airlift insertion since World War II.</li><li>■ Successful USCG &amp; interagency coordination of DoD's position on cyber arms control.</li><li>■ Stand up of the first IO unit in the Air Force and implementation of first comprehensive DoD intelligence infrastructure planning process for weapon systems development.</li></ul>

**RECENT  
WORK  
HISTORY**

Associate Director, Joint Information Operations Warfare Command Lackland Air Force Base, TX	2005-2007
Commander, Medina Regional Security Operations Center and 543 <sup>rd</sup> Intelligence Group, Lackland Air Force Base, TX	2003-2005
Director of Intelligence U.S. Transportation Command, Scott Air Force Base, IL	2001-2003
Commander, Joint Intelligence Center - Transportation U.S. Transportation Command, Scott Air Force Base, TX	2000-2001
Assistant for Command, Control, Communications & Intelligence Office of the Under Secretary of Defense (Policy), Pentagon, VA	1998-2000
National Defense Fellow Institute for the Study of Diplomacy, School of Foreign Service Georgetown University, Washington, DC	1997-1998
Commander Detachment 1, Intelligence Systems Group, Kelly Air Force Base, TX	1996-1997
Commander 23 <sup>rd</sup> Intelligence Squadron, Naval Air Station Key West, FL	1994-1996

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**EDUCATION**

Master of Business Administration, University of Maryland, MD  
Bachelor of Science (Computer Information Systems with minor in Spanish), Manhattan  
College, NY

**ARTICLES**

*The Air Traffic Control Initiative: A Case Study in United States Decision-Making and  
US-China Relations*, Institute for the Study of Diplomacy, Georgetown University, July 2001

*DoD's Use of Information Technology and Applicable Lessons for the State  
Department in the Information Age*, The Henry L. Stimson Center, March 1998

**AWARDS**

Defense Superior Service Medal (three awards)  
Defense Intelligence Agency Director's Award  
United States Coast Guard Meritorious Unit Commendation (part awarded to Air Force  
intelligence unit)

## John H. Campbell

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Senior Management Executive with Corporate Finance, Operations, Risk Management, and Commercial Banking experience in both the United States and abroad, as well as entrepreneurial experience with two startup corporations. Inversive manager who excels in relationship and project-driven environments. Particular strength in achieving results through utilization of highly developed interpersonal skills in demanding and diverse competitive and politically sensitive situations.

### MyNetwork, Inc.

2007-Present

#### Founder and Chief Executive Officer

MyNetwork was founded on my personal conviction that Americans have a sacred trust with the military personnel who have served our Nation, a responsibility to reward courage and self-sacrifice with all the benefits an open democratic society can provide. MyNetwork is an on-line community using algorithms to connect our service men and women—whether active duty, veteran or retired and regardless of rank, conflict, or branch—and their families, to meaningful job opportunities and to one another for trusted mutual support. MyNetwork, provided at no cost to members, is now fully operational and has a dedicated team expanding the community and services it provides.

### W360

1999-2007

#### Chief Financial Officer and Senior Advisor

W360, (founded as Women@Work), creates transformative conversations that achieve a variety of specific goals on large organizations with dispersed workforces, as well as companies interested in leveraging customer relationships. Under its flagship program called MainEvent, W360 uses technology to engage world-class leaders in candid conversations on business topics and simultaneously involves audiences, via satellite and the web, round the world. W360 Global Conversationists have included Meg Whimman, CFO of eBay; General James L. Jones, Supreme Allied Commander of NATO Forces, Central, and General James L. Jones, Supreme Allied Commander of NATO Forces, Central, and Steve Bakiner CEO of Microsoft.

### CREDIT SUISSE FIRST BOSTON

1997-1999

#### Managing Director Senior Advisor

##### Credit Risk Management (1998)

Reported to the Chief Credit Officer in the capacity as Chief Administrative Officer/Chief of Staff. Responsible for strategic planning, budgeting, financial analysis and resource management.

- Reorganized Credit Risk control function on a global basis to address weaknesses in Fitch regulatory audits
- Monitored benchmarks and criteria for the implementation of a global credit exposure and reporting system
- Identified and eliminated inefficiencies within the Division's expense and headcount budgets
- Served on Investment Banking North American Operating Committee

##### Strategic Director Senior Advisor

##### Corporate Banking and Structured Finance (1997)

Reported to Global Head of Corporate Banking and Structured Finance. Senior Corporate Banking Officer responsible for the planning and implementation of the commercial banking product integration between Credit Suisse's Corporate Banking Division and First Boston's Investment Banking Group.

- Managed the reduction of regulatory capital to strategic investment banking and trading products
- Managed the downsizing and implementation plan of staff reductions from 1000 to 250 within 18 months
- Represented Corporate Banking on Firm's Marketing and Communications Committee
- Senior Corporate Banking advisor on Firm's commercial loan portfolio reorganization totaling \$5 billion

### CREDIT SUISSE

1991-1996

#### Member of Senior Management

Head of Commercial Banking North America: Reported to North America Region Head (1995-1996).

- Responsible for Region's marketing strategy to CSR Clients
- Primary interface with Investment Banking Officers of CSR Business
- Served on Regional Management Committee

Member of Senior Management

Head of Structured Finance: Reported to the Head of Commercial Banking (1991-1995).

- Primary responsibility included Project Finance, Asset Finance and Municipal Finance
- Set up Leveraged Leasing affiliation with First Boston
- Increased Structured Finance's portfolio profitability (how much?)

**S. W. Bird & Company, Inc.**

(1989-1991)

Managing Director

Employed as real estate brokerage and investment company employee

(b)(6)

**J.P. MORGAN & COMPANY, INC.**

(1974-1989)

Vice President and Head of Administration

Corporate Finance and Treasury Operations Support Group (1987-1990).

Reported to Senior Vice President. Responsible for diverse series of activities including profit and global planning for Corporate Finance technology and facilities needs. Represented Corporate Finance and Administration Division on "60 Wall" Committee, which XXXXX.

Vice President - Administration Division (1986-1987).

Reported to Senior Vice President and 60 Wall Project Director. In connection with the design and construction of Morgan's new 500 headquarters building, managed Design Team cooperation for preparation, negotiation, and internal marketing of \$200 million interior building budget to ensure unique corporate culture and project costs were compatible.

Vice President and General Manager - Corporate Finance Division (1983-1986)

Reported to Senior Vice President and Head of Latin America Group. Based in Buenos Aires and responsible for both local currency and external dollar business in Argentina, Paraguay, and Uruguay. \$2 billion Portfolio. Two Managers/Staff of 100/85 in Argentina and 13 in New York.

Vice President and Department Head - Banking Division (1982-1983).

Reported to Senior Vice President and Head of Latin America Group. Responsible for all commercial business in Brazil and financial sector business in Argentina. Staff of 25/15 in Sao Paulo/Rio and ten in New York. \$2.5 billion Portfolio.

Vice President and Department Head - Banking Division (1981-1982)

Chief of Staff to Head of Banking Division. Played key role in merging National and International Banking Divisions. Accomplishments included auditing standardized broker worksheets, consolidating dual expense reporting system, monitoring cost structures in foreign branches, and designing Annual Management Meeting.

**CHEMICAL BANK**

Commercial Bank Training Program

1971-1972

**MILITARY**

United States Marine Corps  
Platoon Commander, Vietnam awarded two Purple Hearts

1967-1970

**EDUCATION**

Columbia University, M.B.A., Finance  
Georgetown University, B.S.B.A.

1973

1966

**LANGUAGES**

(b)(6)



# Phillip Carter

(07/6)

## Experience

- 2004 – 2008**  
(interim leaves) **Associate, McKenna Long & Aldridge LLP**  
Practice government contracts, international and national security law, representing clients in the defense and aerospace sectors; participated in the Princeton University working group on private military contractors; authored amicus curiae brief on behalf of military law scholars in *Hamdan v. Rumsfeld*.
- July – Nov 2008** **National Veterans Director, Obama for America**  
Planned, coordinated and supervised field and political outreach to veterans and military families for the Obama campaign; developed campaign policy and communications documents on military and veterans issues; served on defense policy and veterans policy committees.
- 2002 – 2008** **Contributor, Slate.com and Washingtonpost.com**  
Contributed articles on law and national security to *Slate*; edited *Slate* magazine's *Constitution* legal blog; published articles in the *New York Times*, *Los Angeles Times*, *Washington Monthly*, and other publications; also wrote the "Fred Dumpy" online column and blog for the *Washington Post's* website.
- Fall 2005** **Extern, United States Attorney's Office, Los Angeles**  
Prosecuted minor criminal cases in federal court; supported attorneys and staff with legal research and trial preparation.
- 2003 – 2004** **University Teaching Fellow, University of California, Los Angeles**  
Developed and taught an undergraduate honors seminar on American Law & Terrorism as part of a select program for doctoral candidates at UCLA.
- 2002 – 2004** **Graduate Research Assistant, University of California, Los Angeles**  
Assisted with the development and publication of the casebook "Anti-Terrorism & Criminal Enforcement" with Prof. Norm Abrams; worked with Prof. Richard Steinberg on national security law issues.
- 1997 – 2000** **Captain, United States Army**  
Served in numerous command and staff positions of increasing responsibility during a nine-year active and reserve career in the Army, including:  
- Operations Officer, Police Transition and Governance Task Force, 101<sup>st</sup> Airborne Div., Iraq (2005-2006)  
- Civil Affairs Team Leader, 426<sup>th</sup> Civil Affairs Bn., Upland, Calif. (2003)  
- Operations Planner, California Army National Guard (2001-2003)  
- Observer-Controller, National Training Center, Fort Irwin, Calif. (2001)  
- Anti-Terrorism Officer, 4<sup>th</sup> Infantry Div., Fort Hood, Texas (2000-2001)  
- Military Police Platoon Leader, Fort Hood, Texas (1999-2000)  
- Military Police Platoon Leader, Camp Casey, Korea (1998-1999)  
- Recruiter, UCLA Army ROTC detachment (1997)

**Selected Publications**

- “Raising Our Guard: Restoring the Readiness of America’s Guard and Reserves,” Progressive Policy Institute white paper, November 14, 2007.
- “Extraordinary Acts of Valor,” *Los Angeles Times*, Op-Ed Page, Nov. 11, 2006
- “Waging War, One Police Precinct at a Time,” *N.Y. Times*, Op-Ed Page, Oct. 15, 2006
- “Dispatches: One Soldier Goes to War,” *Slate*, October 25-27, 2005
- “How the Front Lines Came to the Rear,” *N.Y. Times*, Op-Ed Page, Dec. 12, 2004
- “The Road to Abu Ghraib,” *Washington Monthly*, Nov. 2004

**Selected Presentations**

- “Iraq: Stability Operations and Redeployment,” Loyola Law School Symposium, Apr. 4, 2008
- “Manpower, Force Structure and Contractors on the Battlefield,” NYU Law School Symposium on Privatizing Defense, April 3, 2008
- “Duty, Honor, Country: Ethics and Loyalties Among Military Professionals,” presentation and panel discussion, American Philosophy Association legal section, December 27, 2007
- “Counterinsurgency and the Rule of Law in Iraq,” presentation to the American Board of Trial Advocates, Los Angeles chapter, November 2007
- “Private Military Contractors and the Law,” RAND Global Security, Terrorism and Law Conference, October 20, 2006

- 
- Education:** J.D. UCLA School of Law, 2004  
B.A., Political Science, *cum laude*, UCLA, 1997
- Memberships** Founding Member, Iraq & Afghanistan Veterans of America  
Member, Association of the United States Army  
Life Member, Veterans of Foreign Wars of the United States  
Member, Veterans Advisory Council, Jericho Project
- Selected Honors:** Military Awards: Bronze Star Medal, Army Commendation (3), Army Achievement Medal (2), Iraq Campaign Medal, Korean Defense Service Medal, National Defense Service Medal, Combat Action Badge
- 2006 Online News Association award for best enterprise reporting: “What is torture?” series in *Slate*, May 2005 (co-authored with Dahlia Lithwick and Emily Bazelon)
- 1996 Truman Scholar

**Daniel Y. Chiu, Ph.D.**

(b)(6)

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## Professional Profile

Two decades of experience in international security studies and as a national security analyst for the US Department of Defense (DoD). Emphasis on solving complex problems through rigorous analysis and strategic planning for implementing solutions and risk management. Also expertise on nuclear weapons strategy and policy as well as red teaming in DoD. Extensive experience in program, project, and personnel management. Significant interactions with senior officials in the US government, including the Department of Defense, State Department, Department of Homeland Security, National Security Council, and military services.

## Professional Experience

### **Obama for America**

#### **Member, Defense Strategy and Policy Team**

August 2008 to November 2008

- Worked with Jim Ludes and Peter Singer to provide the Obama Campaign with positions and talking points on key defense strategy and policy issues during the 2008 Presidential Campaign.

### **Institute for Defense Analyses – Alexandria, VA**

#### **Study Team Leader, Joint Advanced Warfighting Division**

April 2007 to Present

- Leading a major study on balancing US military capabilities for future challenges to national security using a "multiple futures" approach and featuring a methodology for strategic planning across alternative futures as well as for balancing long-term plans with near-term requirements for DoD. The study is collaboratively sponsored by OSD/Policy, OSD/AT&L, the Joint Staff, and JFCOM.
- Leading tasks for the Strategy, Forces, and Requirements Division on developing *Defense Planning Scenarios* in support of OSD/Policy Planning for use in DoD's *Joint Analytic Agenda*.

### **Center for Strategic and International Studies – Washington, DC**

#### **Project on Nuclear Issues**

January 2004 to Present

- Steering Board Member and Senior Mentor to young professionals in a network of nuclear experts.

### **Defense Science Board. – Washington, DC**

#### **Special Government Employee**

January 2007 to December 2007

- Member of the Nuclear Proliferation Panel on the 2007 Summer Study.

### **Hicks & Associates, Inc. – Arlington, VA**

#### **Senior Director, Strategic Planning & Analysis**

March 2004 to April 2007

- Led tasks to support development of *Next Generation Defense Planning Scenarios*, including the *Steady State Security Posture* and *Integrated Security Posture* for the DASD/R&P.
- Led studies on improving strategic warning for USD/Intelligence & Office of Force Transformation.
- Red Team Leader for DART assessments of US Strategic Command's *Strategic Deterrence Assessment Lab* and the Joint Staff's *Deterrence Operations Joint Operating Concept*.
- Conducted assessments for OSD/R&P, CENTCOM, and DARPA.
- Conducted analysis to develop *Operational Risk Management Framework* for the DUSD/Readiness and Director, Readiness Programming & Assessment.

*Letter of thanks and commendation from General James E. Cartwright (CDR, USSTRATCOM).*

**DFI International – Washington, DC**  
**Senior Associate, WMD Studies**  
September 2000 to February 2004

- Principal investigator for projects on deterrence, nuclear strategy, and WMD proliferation.
- Manager for multi-year, multi-million dollar contract with the Defense Threat Reduction Agency.
- Supported DASD/Strategy on the DoD Strategic Review, 2001 QDR, and the first TSC Guidance.
- Conducted innovative war games for the Office of Net Assessment to explore alternative futures with implications for nuclear strategy, force structure, and posture.

**Center for Naval Analyses – Alexandria, VA**  
**Strategy & Policy Analyst**  
June 1990 to May 1995

- Managed projects on deterrence and security in the Asia-Pacific region primarily for CINCPACFLT, USMC Strategy and Plans Office, and the DCNO/ Plans, Policy, and Operations.
- Supported CNA's reconstruction/analysis of data from *OPERATION DESERT SHIELD/STORM*.
- Conducted analysis of DoN PPBS methodologies for the DCNO/Resources, Warfare Requirements, and Assessments.

**Academic Experience**

**George Mason University – Arlington, VA**  
**Adjunct Professor, School of Public Policy**  
August 2005 to August 2006

Taught a required, graduate-level course on methodology and methods for research and analysis in public policy to M.A. and Ph.D. candidates. This included instruction on qualitative and quantitative methods as well as decision and organizational analysis.

**Johns Hopkins University – Washington, DC**  
**Teaching & Research Associate, School of Advanced International Studies**  
June 1995 to June 2000

Lectured and conducted seminars for courses in international relations, including: *Introduction to International Relations Theory*, *Contemporary Theories in International Relations*, *Alliances in Theory and Practice*; and *Southeast Asian Politics*. Also, conducted research on the relationship between military alliances and the incidence/magnitude of war in international systems.

**Johns Hopkins University – Baltimore, MD**  
**Ph.D. in International Relations, 2000**

Sub-specializations in China Studies, American Foreign Policy, and Quantitative Methods.

**Johns Hopkins School of Advanced International Studies – Washington, DC**  
**M.A. in International Relations & Economics, 1990**

Specialization in International Security Studies and Asian Studies.

**McGill University – Montreal, Quebec, Canada**  
**B.A. in Political Science, 1988**

Full Honors with a specialization in International Relations and East Asian Studies.

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**Memberships:**

- Military Operations Research Society – Received Award for Excellence (2006)

*References and a list of publications available upon request.*

SUSAN J. CRAWFORD

(b)(6)

## EMPLOYMENT

**Federal Judge, United States Court of Appeals for the Armed Forces - 1991 to September 2006**  
**Chief Judge - 1999 to 2004**

The Court was established by Congress in 1951 to provide civilian judicial oversight to the military justice system. It is composed of five federal civilian judges appointed by the President by and with the advice and consent of the Senate, and has worldwide criminal jurisdiction over all branches of the Armed Services. The Armed Services have adopted the Federal Rules of Evidence and Rules of Criminal Procedure similar to the Federal Rules of Criminal Procedure. Since 1984 its decisions have been reviewable by the Supreme Court of the United States by writ of certiorari.

**Inspector General, Department of Defense - 1989 to 1991**

The Inspector General is a civilian appointed by the President by and with the advice and consent of the Senate, to conduct, supervise, monitor, and initiate audits, investigations, and inspections relating to programs and operations of the Department of Defense. The Inspector General provides leadership and recommends policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, those programs or operations.

**Special Counsel to the Secretary of Defense - August to November 1989**

The Special Counsel provides advice and support on personnel and other administrative matters relating to the operation of the Office of the Secretary of Defense.

**General Counsel, Department of the Army - 1983 to 1989**

**Principal Deputy General Counsel, Department of the Army - 1983 to 1983**

The General Counsel of the Department of the Army is a civilian attorney appointed by the President to serve as the chief legal officer of the United States Army. The General Counsel provides policy and legal advice to the Secretary of the Army and other senior civilian and military officials of the Army on a broad range of issues, including: environmental law; procurement law; national security law; constitutional law; military and civilian personnel law; standards of conduct; international law; general litigation; real property transactions; fiscal law; and Freedom of Information Act.

**Associate and Partner, Burnett, Eiswert & Crawford, P.A., Oakland, MD - 1977 to 1981**

**Assistant States' Attorney for Garrett County, MD - 1978 to 1980**

**Instructor, Garrett Community College, McHenry, MD - 1979 to 1981**

**Teacher and Coach, Radnor Township School District, Radnor, PA - 1969 to 1974**

High school history teacher and coach of women's interscholastic junior varsity field hockey, basketball, and lacrosse.

### **EDUCATION**

**New England School of Law, Boston, MA, J.D. June 1977, Cum Laude**

Activities: President, Student Bar Association  
National and Honors Moot Court Competition

Awards: Dean's Award; Arthur McClean Founder's Award; 1987 Outstanding Alumni of the Year

**Bucknell University, Lewisburg, PA, B.A. History, June 1969**

Activities: Student Senate; Judicial Board, Co-Captain Women's Field Hockey and Basketball Teams; Sailing Club; Kappa Delta Sorority

Awards: 1989 Outstanding Alumni for Achievement in a Chosen Profession; 1993 Female Athlete Alumni Achievement Award

**Mt. Lebanon High School, Pittsburgh, PA, High School Diploma June 1965, Cum Laude**

### **BOARDS AND COMMISSIONS**

**Chair, Bucknell University Board of Trustees - 2003 to Present**

**Bucknell University Board of Trustees - 1988 to Present**

**New England School of Law Board of Trustees - 1989 to Present**

### **BAR MEMBERSHIPS**

**Supreme Court of the United States**

**United States Court of Appeals for the Fourth Circuit**

**United States Court of Appeals for the Armed Forces**

**Maryland and District of Columbia Bar Associations**

**Edward Bennett Williams American Inn of Court**

### **SPECIAL AWARDS**

**Distinguished Daughter of Pennsylvania 2005**

**Department of Defense Distinguished Public Service 1991**

**Department of the Army Distinguished Civilian Service 1989**

## COMMUNICATIONS EXECUTIVE

Senior public affairs executive with 30 years of experience at the highest levels of the U.S. government and private sector with key communication roles in some of the most demanding national security operations and policy decisions. Extensive strategic planning, and crisis communications experience in the field as well as at the White House level – spanning three decades and over several continents. Proven record of leadership and achievement. Successful in forging and implementing communications strategies and vision. Key communications advisor to the President, senior White House staff including National Security Advisor, and Secretaries of Navy and Defense, as well as in senior executive industry and non-profit leadership. Retired at the rank of Captain, U.S. Navy. Highly skilled in:

### **Strategic Planning/Crisis Communications/Media Operations/Congressional and Community Relations/International/National Security Affairs**

**Senior Vice President Corporate Communications, ATK.** (2007-2011) oversaw all internal and external communications for a major US aerospace and defense company with over 18,500 employees in 32 states and internationally (annual sales of over \$4.6B). Responsible directly to CEO for all communications strategies and operations while leading a department with approximately 25 professional communicators.

**Director of Communications for Foreign Policy, Brookings Institution.** (2006-2007) oversaw the development and execution of this new position. Successfully generated higher visibility and more effective engagement for Brookings Foreign Policy scholarship and scholars during a period of critical national debate. Developed and led key communication strategies that effectively organized numerous and diverse internal and external institutions.

**Director of Communications for Northrop Grumman Ship Systems.** (2004-2006) directing staff of 18 executing all communications initiatives for sector defense programs (DDX, LPD, LHA, DDG, Deepwater). Recipient of the International Association of Business Communicators (IABC) highest award in emergency communications, the Gold Quill, for the company's efforts in Hurricane Katrina internal/external communications.

**Director of Public and Congressional Affairs, Naval Sea Systems Command.** (2002-2004). The Navy's single point of contact for all fleet modernization and readiness, overseeing \$1.9B budget and 47,000 personnel.

**Lead Embedding Plans for Iraq Operations.** Feb of 2002 led the Joint Staff taskforce that created the public affairs planning for *Operation Iraqi Freedom*, originating and recommending large-scale media embedding plan for U.S. forces and implementation of fast-to-the-lead media basic training.

**Director of Public Affairs, U.S. European Command.** (2001-2002) Directed all public affairs operations in support of Operation Enduring Freedom (OEF) including historic humanitarian assistance actions for Afghanistan, and unprecedented international media coverage opportunities in War on Terror. Directed first theater-wide conference for Department of Defense and State Department public information specialists exploring Global War on Terror communication challenges in Europe, Africa and the Middle East.

**Navy's Assistant Chief of Information for media operations in 1998 and later (1999-2001)** selected as the Special Assistant for Public Affairs to the Secretary of the Navy, the Honorable Richard Danzig. Personally advised Secretary on a wide range of high level public affairs issues from the Kosovo conflict and the USS COLE attack, to new personnel and acquisition initiatives.

**Commander Sixth Fleet Public Affairs Officer, Gaeta, Italy (1996-1998).** Served throughout Mediterranean and Black Sea regions and directed public affairs initiatives in support of evacuation of Albania and U.S. NATO operations leading up to the Kosovo conflict. Hand-picked to support Ambassador Precher in the Department of Defense aviation safety investigation into the controversial EA-6B crash at Cavalese, Italy.

**Assistant White House Press Secretary and Director, NSC Press Office (1995-1996).** Traveled with President Clinton to Moscow and Jerusalem in support of U.S. foreign policy goals. Played key role in the development and execution of U.S. public affairs policies in the Balkans, Africa and the Middle East. Provided direct public affairs counsel to the President on the Khobar Towers terrorist attack and its aftermath, and led the inter-agency communications efforts during the downing of Secretary Ann Brown's flight over the Balkans.

In early 1990s served Secretary of Defense in contingency peacekeeping throughout Africa - establishing press centers in Kenya, former Zaire, Rwanda, and Somalia. Played key role in Haiti communications planning.

During mid-1980s served Office of Secretary of Defense in Persian Gulf (Iran-Iraq War) supporting international press covering U.S. operations in wake of attacks on USS Stark and USS Robinson.

(b)(6)

**Education**

Naval War College, Newport, Rhode Island, M.A., National Security Studies, 1992

College of William and Mary, R.A., History, 1978

Security clearance: (b)(6)



# JOHN CONGER

## **EXPERIENCE**

### **OFFICE OF CONGRESSMAN CHET EDWARDS (D-TX)**

Washington, DC

#### *Legislative Director/Associate Appropriations Staff (1/01 – Present)*

- Senior policy advisor for all legislative activity and strategy, including issue-area expertise in defense, veterans, foreign affairs, nonproliferation, space, science and labor.
- Manage legislative staff and comprehensive, proactive agenda.
- Associate Appropriations Staff for Edwards, Chairman of the Military Construction and Veterans Affairs Subcommittee. Thorough knowledge of appropriations process and staff. Assisted Edwards in securing more than \$1 billion for Central Texas, including more than \$750 million for Fort Hood since 2001.
- Co-lead staff for bipartisan House Army Caucus (co-chaired by Reps. Edwards and McHugh), fighting for Army interests and coordinating events with senior Army leadership and Members. Key achievements include blocking proposal to cut 2 active duty and 3 National Guard divisions from Army in 2001.
- Write legislation for Rep. Edwards, including the Military Retiree Health Care Protection Act (blocking TRICARE insurance fee increases) and the Military Child College Affordability Act (ensuring in-state tuition for military children).
- Coordinate with House Democratic Leadership to craft Veterans Affairs strategy for both policy and outreach over several years, recently culminating in passage of largest increase in VA budget in history.
- Developed strategy and coordinated efforts to block the proposed closure of the Waco VA Medical Center.
- Work closely with Commerce staff and Department of Energy on nonproliferation policy for Edwards, resulting in successful reversal of cuts to nonproliferation programs in 2001 and significant increases to DOE's nonproliferation budget since 2001.

#### *Awards:*

- Military Order of the Purple Heart Special Recognition Award (2008)
- National Association of State Approving Agencies Outstanding Support Award (2008)
- Military Officers Association of America Paul W. Arcari Award (2007)
- Military Coalition Freedom Award (2006)

### **HOUSE INTERNATIONAL RELATIONS COMMITTEE**

Washington, DC

#### *Professional Staff (8/00 – 1/01)*

- Staffed advisory Members of House International Relations Committee (HIRC) on military and security issues, including missile defense, nonproliferation, military aid, military intervention and terrorism.

### **OFFICE OF CONGRESSMAN SAM GEJDENSON (D-CT)**

Washington, DC

#### *Legislative Assistant (1/99 – 7/00)*

- Policy advisor with issue-area expertise on foreign affairs (Gejdenson was Ranking Member of IIRRC), defense, intelligence, veterans' affairs, science and technology, trade and labor.
- Led advocacy and education efforts in the House for increased submarine production. Worked to secure initial study funds for conversion of retiring SSBN nuclear missile submarines into SSBN cruise missile submarines.

**OFFICE OF CONGRESSWOMAN JANE HARMAN (D-CA)**

Washington, DC

*Legislative Assistant (10/97 - 1/99)*

- Policy advisor with issue-area expertise on defense (Harman was member of House National Security Committee), intelligence (Harman was member of House Permanent Select Committee on Intelligence), veterans' affairs, science, technology, energy and the environment.
- Coordinated efforts on behalf of local aerospace industry and conducted detailed research into Defense Department transformation efforts.

**AERONAUTICS SYSTEMS, INC.**

Alexandria, VA

*Legislative Affairs Analyst (10/95 - 10/97)*

- Directly supported the Director, Defense Airborne Reconnaissance Office (DARO).
- Advised DARO leadership, wrote hearing testimony, tracked legislation and budget, drafted and coordinated responses to Congress.
- Translated technical military and legislative language into easily-understood terms for correspondence.

*Airborne Reconnaissance Systems Analyst (6/93 - 10/95)*

- Developed airborne reconnaissance mission analysis software.
- Authored technical documents on manned and unmanned airborne reconnaissance systems.

**MIT SPACE POWER AND PROPULSION LABORATORY**

Cambridge, MA

*Research Assistant (9/91 - 6/93)*

- Developed computer simulations of particles in satellite environment.

**EDUCATION**

**THE GEORGE WASHINGTON UNIVERSITY**

Washington, DC

*M.A., Science, Technology, and Public Policy (1996)*

**INTERNATIONAL SPACE UNIVERSITY**

Stockholm, Sweden

*Certificate of Completion (1995)*

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

Cambridge, MA

*M.S., Aeronautics and Astronautics (1993)*

*B.S., Aeronautics and Astronautics (1991)*

**OTHER**

*Clearances*

- (S)

*Community Activities*

- Democratic Party Precinct Chair (2005-06)
- Chair, Takoma Park Citizens' Advisory Committee for Community Development Block Grants (2005-06)
- Takoma Park Health Services Impact Committee (2006)
- Takoma Park Committee on Tax and Service Duplication Issues (2004-05)
- Takoma Phoenix Condo Board (2003-06; President, 2004-06)

## MICHAEL WILLIAM COULTER

(5108)

**Global Operating Management Executive and Foreign Policy Expert** successful at building high-performance teams and leading large, sophisticated organizations with multi-billion dollar budgets in an international environment. A strategic visionary with a clear sense of purpose and urgency when faced with situational challenges in complex political surroundings. Skilled at establishing operational excellence within a culturally diverse atmosphere, translating conceptual models into effective strategies, and pleasing/executing multi-faceted global policy priorities. Unique combination of government and military leadership, management, policy and operational experience. Known for ability to "get things done" internationally and at all levels of government with over a decade across agencies and branches. Track record of facilitating private sector-government business development cooperation. Extensive senior contacts in foreign governments and multilateral worksheds, with a solid understanding of international political environment. *Key qualifications include:*

- Superior interpersonal and negotiation skills
- Strong organizational and turn-around management leader
- Corporate vision
- Sophisticated oral and presentation skills
- Keen intuition and quick study
- Natural leader and team player
- Tremendous coalition building and strategic partnership skills
- Strategic/operational planner
- Energetic, self-motivated
- Credibility abroad and with Congress
- Subject to public representing organizations
- Personal and professional integrity

### PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF DEFENSE, Washington, DC 2009 to Present

#### Principal Deputy Assistant Secretary of Defense for International Security Affairs

Advisor to the Secretary of Defense on the formulation and coordination of international security strategy and policy, with responsibility for the Middle East and Persian Gulf, Africa, Europe, and NATO. Oversees bilateral defense relationships. Responsible for the operation and management of a Bureau of 150 people (military, foreign service, civil service, and contractor). Three-star military equivalent.

U.S. DEPARTMENT OF STATE, Washington, DC (and Afghanistan) 2001 to 2007

#### Deputy Assistant Secretary of State for Political-Military Affairs

2005 to 2007

Responsible for U.S. security assistance programs and budgets (\$6 billion per year) and management of bilateral arms transfers (\$1.9 billion per year). Direct operations and management of 75 employees (military, foreign service, civil service and contractor) office. Oversees the coordination of bilateral political-military relationships, direction of security policy, and strategic planning issues. Serves as the principal link between the Departments of State and Defense. Three-star military equivalent.

#### Senior Advisor for Political-Military Affairs

2004 to 2005

Lead efforts across the U.S. interagency to grow and maintain the member international coalition in Iraq, Afghanistan, and the Global War on Terror. Co-chair interagency Coalition Working Group.

#### Foreign Policy Advisor, Operation Enduring Freedom, Afghanistan

2004

Foreign Policy Advisor (POLAD) to Afghan Provincial Reconstruction Teams and Combined Joint Task Force 76, for non-star CENTCOM command with responsibility for Operation Enduring Freedom.

#### Special Assistant to the Deputy Secretary of State

2003-2004

Senior South Asia, Arms Control and International Security, and Counterterrorism policy advisor to the Deputy Secretary of State. Shape Department policy and track developments.

## MICHAEL W. COULTER

Page 2

**Chief of Staff, Bureau of Political-Military Affairs** 2002-2003  
Direct and manage the 300 person (military, civil service, foreign service, contractor) Bureau and budget. Senior and personal advisor to the Assistant Secretary on all policy and management issues.

**Special Assistant to the Assistant Secretary of Defense for Political-Military Affairs** 2001 to 2002  
Personal Advisor to the Assistant Secretary and the Bureau of Political-Military Affairs. Coordinate legislative strategies and support for Operation Enduring Freedom, to include coalition management, diplomatic support for military operations, and arms transfers.

**U.S. SENATE, Washington, DC** 1997 to 2001  
**National Security Legislative Assistant, Senator Chuck Hagel** 1999 to 2001  
Personal advisor to the Senator for all issues under the jurisdiction of the Senate Committees on Armed Services, Veterans' Affairs, Intelligence, Appropriations, and Foreign Affairs for a Senator on the Foreign Relations Committee. Track legislative developments, prepare briefs, shape policy.

**Legislative Correspondent, Senator John Warner** 1997 to 1999  
Personal advisor to the Chairman of the Armed Services Committee for all issues under the jurisdiction of the Senate Committees on Armed Services, Veterans' Affairs, Intelligence, Appropriations, and Foreign Affairs. Track legislative developments, prepare briefs, shape policy.

**THE HERITAGE FOUNDATION, Washington, DC** 1996 to 1997  
Research Assistant

### MILITARY SERVICE

**Officer (Intelligence), U.S. Navy (Reserve)**  
Leadership positions and active duty time within U.S. Central Command, U.S. European Command, and the Chief of Naval Operations. Of note, launched and managed reserve counter-terrorism support for EUCOM; established the first reserve unit to support AFRICOM; known as program manager who produces deployment-ready warriors. As Department Head, won RIA Large Unit of the Year Award.

### EDUCATION

**Master of Arts (MA) • National Security and Strategic Studies • Naval War College, Newport, RI**  
**Naval Command and Staff Diploma • Naval War College, Newport, RI**  
**National Security Executive Education • National Defense University, Washington, DC**  
**Leadership Training, Language Training • Foreign Service Institute, Arlington, VA**  
**Bachelor of Arts (BA) • Political Science • University of Maryland, College Park, MD**

### NOTEABLE AWARDS AND RECOGNITIONS

U.S. Department of State Superior Honor Award (3)  
U.S. Army Superior Civilian Service Award  
Navy and Marine Corps Achievement Medal  
National Defense Service Medal  
Global War on Terrorism (GWOT) Service and Expeditionary Medals

### NOTEABLE ACTIVITIES

Council on Foreign Relations, Member  
International Institute of Strategic Studies, Member  
University of Maryland, Strategic Planning Committee (BSOS), Board Member  
City of Alexandria USS Alexandria Committee, Board Member  
French American Foundation, Young Leader and Member  
Chairman, Joint Chiefs of Staff Transition Team, Advisor to P-CJCS Mullen (2007)  
Blue Executive Group, Support Navy Leadership development of new strategy (2006)  
Veterans of Foreign Wars and various other Military, Officer, and Navy Associations, Member

# Dr. Janine Davidson

## QUALIFICATIONS

### Doctor of Philosophy, International Studies

*University of South Carolina 2003*

DISSERTATION: "Learning to Lift the Fog of Peace: The U.S. Military in Stabilization and Reconstruction Operations" (Defended "with Distinction" July 2003; CAMOS Dissertation Award)

### Masters of Arts, International Studies

*University of South Carolina 2002*

THESIS: "Doing More with Less? The Politics of Readiness and the Use of U.S. Military Force."

### Bachelor of Science, Architectural Engineering

*University of Colorado, Boulder, 1988*

### Study Abroad, Spanish Language Intensive

*Morelia Mexico, 1999*

### Distinguished Graduate, U.S. Air Force Squadron Officers School

*Maxwell AFB, AL 1995*

## KEY EXPERTISE

Proven expertise across related disciplines addressing national and global security policy making and analysis.

Broad range of relevant teaching experience across diverse student bodies.

Recognized superior research and analytical skills.

Extensive operational experience in developing areas and conflict zones, as a former U.S. Air Force officer and pilot of the C-130 (first woman) and C-17.

Demonstrated capacity to apply theory to practice to drive organizational change across the U.S. government.

Excellent oral and written communication skills and public speaking abilities.

Dr. Janine Davidson is an Assistant Professor, National and Global Security at George Mason's Graduate School of Public Affairs and a non-resident fellow at the Brookings Institution. She is an expert in the fields of international relations, foreign policy, stabilization operations, reconstruction, counterinsurgency and conflict transformation. As an experienced thought leader in the national security community, she is a leader in inter-agency capability development and coordination with a proven track record of initiating and driving organizational change. In 2008, she was a national security policy advisor for the Barack Obama presidential campaign and then a member of the president-elect's pentagon transition team.

From 2006-2008 she served as Director, DOD Stability Operations Capabilities in the office of the Deputy Assistant Secretary of Defense for Stability Operations. In this role, she oversaw the implementation of DoD Directive 5000.05, "Military Support to Stability, Security, Transition, and Reconstruction (SSTR)." She was also the Department of Defense lead for the Interagency Counterinsurgency Initiative, and led the development of the Consortium for Complex Operations, an innovative interagency project to enhance education, training, and performance in complex emergencies, including conflict prevention, peace operations, stabilization, reconstruction, and counterinsurgency.

Before joining the Department of Defense, Dr. Davidson was Director, Counterinsurgency Studies with the Center for Adaptive Strategies and Threats at Hicks and Associates, Inc. where she developed a reputation for excellence leading teams of analysts for counterinsurgency, terrorism, stability & reconstruction operations, Red Teaming and war-gaming. Dr. Davidson was an Associate and consultant at DFI Government Practice in Washington D.C. where she directed projects for the Office of the Assistant Secretary of Defense for Reserve Affairs and for the Air Force Directorate of Strategic Planning. From 2003 to 2004 Dr. Davidson was a pre-doctoral Research Fellow at the Brookings Institution where she researched doctrine, education, and training for stability and reconstruction operations.

From 1988 to 1998, Dr. Davidson served in the United States Air Force as an aircraft commander and senior pilot for the C-130 and the C-17 cargo aircraft. She conducted combat support and humanitarian air mobility missions throughout Asia, Europe, and the Middle East. As an instructor pilot, she also taught flying, aerodynamics, and navigation at the U.S. Air Force Academy. Dr. Davidson has also taught at Davidson College in North Carolina. Her forthcoming book, *The Fog of Peace*, examines the U.S. military's adaptation and learning processes for counterinsurgency and irregular war.

## PROFESSIONAL AND ACADEMIC EXPERIENCE

Advisor, National Security and Defense Policy, Barak Obama Presidential Campaign (May 2007 – November 2008)

Member of President-Elect Barak Obama's Defense Agency Review Team (Nov 2008 – Jan 2009)

Assistant Professor for National and Global Security, Graduate School of Public Policy, George Mason University. August 2008- Present.

Non-Resident Fellow, Brookings Institution, Washington, D.C. August 2008 – Present.

Director, Consortium for Complex Operations, Office of the Assistant Secretary of Defense for Special Operations/Low Intensity Conflict, Pentagon, Washington, DC, Jan 08 – June 08

- Directed the start up and launch of an innovative, web-enabled interagency community of practice/social network of civilian and military educators and trainers for stability operations, counterinsurgency, and irregular warfare.

Director, Stability Operations Capabilities, Office of the Deputy Assistant Secretary of Defense for Stability Operations, Pentagon, Washington, DC, May 06 – June 08.

- Supervise team of ten civilian and military action officers; provide policy advice to DoD leadership.
- Oversee institutionalization of stability operations and irregular warfare capabilities across DoD. Developed and implemented strategy for driving organizational change across DoD.
- Primary author of progress report on DoD Directive 3000.05, *Military Support to Stability, Security, Transition, & Reconstruction Operations*.

Adjunct Professor, George Mason University, School of Public Policy, VA, 2005 – 2006

- Teach graduate-level course in "Governance and Public Policies." Guest lecture in various national security and peace operations courses.

Director, Counterinsurgency Studies, Hicks and Associates, Arlington, VA, April 2005 – May 2006

- Directed projects and led teams of analysts in counterinsurgency, terrorism, stability & reconstruction operations, interagency coordination, Red Teaming and war-gaming for government clients.

Consultant and Associate, DFI Government Services, Washington, DC, April 2003 – Jan 2005

- Directed projects and supervised research teams for government clients on defense issues, including Headquarters, U.S. Air Force and Office of the Deputy Assistant Secretary of Defense for Reserve Affairs. Projects included 'rebalancing reserve forces' initiatives to assess active/reserve component mix and leverage civilian skills in DoD; and tactical air mobility study to optimize mix of airlift fleet.

Research Fellow, Brookings Institution, Washington, DC, September 2003 – September 2004

- Performed self-directed research on national security, stability & reconstruction operations, nation-building, military reserve affairs, and U.S. foreign policy.

Visiting Professor, Davidson College, Davidson, NC, Fall 2002

- Taught undergraduate courses on American Politics and Comparative Politics.

**Assistant Director, U.S. State Department Fulbright Grant, Columbia, SC, Summer 2002**

- Lectured on foreign policy, co-developed curriculum, coordinated symposia and scheduled events for 6-week intensive U.S. foreign policy resident program for distinguished foreign academics.

**Officer and Senior Pilot, United States Air Force, Multiple Global Locations, 1988-1998**

- Cargo Pilot/Mission Commander: Lived abroad, planned, scheduled, and flew global airlift missions in support of numerous humanitarian and combat operations in Southeast Asia, Middle East, Far East, Europe, and United States. Piloted C-130 (Japan, 1990-1993) and C-17 (Charleston, 1993-1998).
- Instructor Pilot: From 1993-1996, developed and implemented ground-training program for over 700 U.S. Air Force Academy student pilots annually. Flew over 1000 instructional aerobatic sorties.

## **PRINT PUBLICATIONS**

*Fog of Peace*, book forthcoming 2009, University of Michigan Press.

"Introduction" U.S. Army Field Manual *Stability Operations* (FM 3-07), University of Michigan Press, (forthcoming Spring 2009).

"External Actors as Friends or Foes in Counterinsurgency," Book Chapter in: *Ending Insurgencies and Promoting Democracy*, Council for Emerging National Security Affairs.

"What the Troops Really Need," *Washington Post*, December 17, 2005 (Co-Author Dr. Tammy S. Schultz).

"Giving Peacekeeping a Chance: The Modern Military's Struggle over Peace Operations." *Small Wars and Insurgencies*, Vol. 15, No. 2 (Autumn 2004) pp. 165-181.

"A Citizen Check on War," *Washington Post*, November 14, 2003.

## **ON-LINE MEDIA PUBLICATIONS**

Small Wars Journal (on-Line):

- The New Army Stability Operations Manual: Fact, Fiction, and Perspective on FM 3-07," 20 October 2008. (<http://smallwarsjournal.com/blog/authors/janine-davidson/>)
- "Operationalizing the Comprehensive Approach: The Military as Enabler," 18 Feb 2009. (<http://smallwarsjournal.com/blog/2009/02/operationalizing-the-comprehen-1/>)

Washingtontpost.com on-line blog submissions:

- "Supporting Those Who Serve - All of Them," September 8, 2008.  
[http://voices.washingtonpost.com/inteldump/2008/09/supporting\\_those\\_who\\_serve\\_-\\_a.html](http://voices.washingtonpost.com/inteldump/2008/09/supporting_those_who_serve_-_a.html)
- "What's Wrong with Weak States," September 24, 2009.  
[http://voices.washingtonpost.com/inteldump/2008/09/strategy\\_in\\_afghanistan.html](http://voices.washingtonpost.com/inteldump/2008/09/strategy_in_afghanistan.html)
- "Is it The Economy (Again) Stupid?" September 29, 2008  
[http://voices.washingtonpost.com/inteldump/2008/09/is\\_it\\_the\\_economy\\_again\\_stupid.html](http://voices.washingtonpost.com/inteldump/2008/09/is_it_the_economy_again_stupid.html)

## ACADEMIC PRESENTATIONS

- "The Politics of Dissent and the War in Iraq: The Role of Senior Military Leaders as Advisors and Critics," Presentation to 2006 Conference of the American Political Science Association, Philadelphia, PA.
- "Small Wars to Nation Building: How Military Commanders Learn Non-Military Jobs," Presentation to 2004 Joint Conference of the International Studies Assn. and American Political Science Association for International Security Studies, Washington, DC.
- "Nation-Building Nexus: What Counter-insurgency Doctrine Can Teach Us About Inter-Agency Coordination in Peace Operations," Paper presented at the 2004 Meeting of the International Studies Association, South Region, Columbia, SC.
- Panel Discussant and Chair: "Responding to Multisource Security Threats," 2002 Joint Meeting of the International Studies Association, South Region and International Security Sections of ISA and APSA (ISA-SOUTH/ISSS/ISAC), Richmond, VA.
- "The Paradox of America's Use of Force Since the Collapse of the Cold War," Paper presented at the 2002 Meeting of the International Studies Association, New Orleans, LA. Co-author: Jerel Rosati.
- "Human Security, Evolving Norm or Passing Fad?" Paper presented at the 2001 Meeting of the Southern Political Science Association, Atlanta, GA.
- "Pushing Norms: Constructing the National Security and Human Security Nexus," Paper presented at the Faculty Research Seminar, April 2001, University of South Carolina, Walker Institute for International Studies, Columbia, SC.
- "The Pinochet Precedent: Forging Human Rights Standards in International Law," Paper presented at the 2001 Meeting of the International Studies Association, South Region, Winston-Salem, NC. Conference Award.
- "The U.S. Military and Humanitarian Intervention: New Challenges or New Opportunities?" Paper presented at the 2000 Joint Conference of the International Studies Assn. and American Political Science Assn for International Security Studies, Denver, CO.
- "It's Good to Be Chief: Presidential Authority to Use Force in the Post Cold War Era." Paper presented at 2000 Meeting of the International Studies Association, South Region, Birmingham, AL. Conference Award.

## PROFESSIONAL PRESENTATIONS AND PARTICIPATION

- "Doctrine as an Engine of Change" (Speaker/Moderator) United States Institute of Peace "Passing the Baton: Foreign Policy Challenges Facing the Next Administration" conference Title: January 8, 2009.
- "The Relevance of Current Counterinsurgency Doctrine and the Emerging Threat Environment," COIN of the Realm Conference, Brookings Institution, 22 October 2007, Washington D.C.



"Current Debates in Irregular Warfare and Stability Operations" SOCSOUTH Conference on Irregular Warfare, Miami Florida, 13 April 2007.

"Contending Theories in Stability Operations Education," Eisenhower National Security Series Integrated Education Conference, 8 August, 2006, Washington, DC.

"Micro-Foundations of Insurgent Violence," Irregular Warfare Working Group, 13 October 2005, Pentagon, Washington, DC. Co-author, Mark Smith.

"Learning to Fight The Four Block War," Special Forces Association, 30 September 2005, Falls Church, VA.

Task Force Member: "Future of Iraq" project, United States Institute of Peace, Fall 2005.

"Dealing with Failed States," Philip Merrill Center for Strategic Studies, Workshop on Irregular Warfare, Basin Harbor, VT, 8 June 2005.

"Congress and the President's War Plans in Iraq: Explaining Legislative Motives for Support," Panel Participant, Appalachian State University, 1 October 2002, Boone, NC.

"Terrorism in America: Assessing U.S. Foreign Policy and National Security Options after September 11." Panel participant for University of South Carolina International Baccalaureate Day, 10 October 2001, Columbia, SC.

## **FELLOWSHIPS, AWARDS, AND HONORS**

- **2006 Dissertation Award**, Committee for the Analysis of Military Operations and Strategy, American Political Science Association (APSA)
- **Pre-Doctoral in-Residence Foreign Policy Fellowship**, Brookings Institution, Washington, D.C., 2003
- **Governor John C. West Fellowship** – GINT Department's most competitive award, 2001
- **Competitive Selection**, Women in International Security (WIIS) Summer Symposium, 2000
- **Graduate Student 4-year Fellowship**, USC Graduate School, 1998
- **Instructor of the Year**, 12th Flying Training Wing, 1994
- **Military Medals**: Air Force Commendation, Air Force Achievement, National Defense, SW Asia
- **Air Force Vice Commandant Award for Leadership**, 1986
- **Undergraduate Academic Scholarship**, 4-year Air Force ROTC, 1984-1988

## **PROFESSIONAL ASSOCIATIONS**

- Council on Foreign Relations, Life Member since 2009
- Women in International Security (WIIS), Executive Board Member (Jan '09 – present)
- Senior Fellow/Mentor, Truman Democrats (Sept '08 – present)
- Council for Emerging National Security Affairs (CENSA) American Assembly Next Generation Project Leadership Team, Midwest Assembly 2007
- Committee for the Analysis of Military Operations and Strategy (CAMOS)
- International Studies Association (ISA) / International Security Section

- American Political Science Association (APSA)/ International Security and Arms Control Section

## **VOLUNTEER AND COMMUNITY SERVICE**

**Volunteer Tax Preparer, DC Cash, Washington DC, January – March 2004**

- Assisted low-income families with federal and DC tax preparation, e-filing, and financial planning.

**Disaster Preparedness Volunteer and Case Worker, American Red Cross, Columbia, SC, 1998-2001**

- Provided first level of contact and support for community and family emergencies; provided verification services for Red Cross emergency messages sent to service members deployed abroad.

**Community Service Coordinator, Charleston AFB, SC August 1996 – March 1998**

- Initiated mentor program to link military with at-risk youth, organized volunteers for area homeless shelter, planned and executed fundraising auction to benefit military families.

**Department of Defense**  
**Lead for Reform of Case/Care Management for**  
**Wounded, Ill, Injured and their Families**

**Dr. Lynda C. Davis**



Dr. Lynda C. Davis assumed the duties as Deputy Assistant Secretary of the Navy in July 2006 where she organized the Department's Comprehensive Casualty Care reform effort to address the needs of wounded Sailors and Marines and support their families. In May of 2007 she was designated the Department of Defense lead for the reform of case/care management for all wounded, ill, and injured service members and their families. She works jointly with the VA and other federal agencies, state and local governments, VSOs/VBOs, business, academia and non-profit organizations to enhance clinical and non-clinical services provided across the full continuum of care from in-patient recovery to community based reintegration.

Dr. Davis previously served on the faculty of the Departments of Public Administration and Psychiatry at the University of Southern California where she taught community clinical based care and human services management. She was Director of Clinical Services at the community-based medical clinic adjacent to the University of California at Santa Barbara and worked in the Department of Social and Community Psychiatry at the Veterans Administration Hospital in Sepulveda, California. Dr. Davis' research on community-based care and mental health training has been published in the Journal of Community Psychology and the Journal of Medical Education, among others.

She has also served as President of Davis O'Connell, Inc. a government relations firm providing resource development services to education and health care institutions. Dr. Davis' other Washington, DC based positions included Director of the Governor's Office for the State of Florida and Analyst for the U.S. Department of Education Offices of Legislative Affairs and Planning and Budget and the Office of Management and Budget. She also completed tours at the Senate Budget and Appropriations Committees.

Dr. Davis received her BA in Developmental Psychology from the University of California at Santa Barbara, her MA in Community/Clinical Psychology from California State University at Northridge, and her MPA and PhD in Public Administration (Health and Human Services Administration) from the University of Southern California.

A Signal Officer in the Florida Army National Guard from 1987 to 1994, Dr. Davis transferred to the United States Army Reserves where she served until 1997. She obtained the rank of Captain and earned the "Ironman Award" at Fort Gordon, GA.

Dr. Davis is a member of the Department of Veterans Affairs Veterans Advisory Committee on Rehabilitation, the Walter Reed Society and is a USO Volunteer. She is the past Vice Chair of the Defense Advisory Committee on Women in the Services (DACOWITS), the former Chair of the National Council for Adoption and a member of INMED: Partnership for Children.

LYNDA C. DAVIS, Ph.D.

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September 2008

## PROFESSIONAL EXPERIENCE

### DOD Lead for Reform of Case/Care Management for Wounded Ill and Injured

Department of Defense lead for the reform of case/care management for all wounded, ill, and injured service members and their families. Collaborated with the VA and other federal agencies, state and local governments, VSOs/VBOs, business, academia and non-profit organizations to enhance clinical and non-clinical services provided across the full continuum of care from in-patient recovery to community based reintegration. 2007-present

### Deputy Assistant Secretary of the Navy

Responsible for policy and oversight of matters affecting Navy and Marine Corps active duty service members and families. Issues include recruiting and retention; training and education; active duty strength and compensation, health affairs and comprehensive casualty care, family support; morale, welfare and recreation; character, leadership development, and equal opportunity; intelligence and counter drug programs. 2005-present

### Defense Advisory Committee on Women in the Services (DACOWITS) – Vice Chair

Vice Chair of the Committee that provides advice and recommendations on matters and policies relating to the recruitment and retention, education and training, treatment, employment, integration, and well-being of highly qualified personnel, especially women, in the Armed Forces. Committee members conduct extensive, first-hand focus groups with service personnel, family members, military installations and military community resources and make recommendations to the DoD. 2003 – 2006

### Davis O'Connell, Inc. – President and CEO

Washington-based government relations firm providing technical consulting services to higher education institutions, school districts, municipalities, high technology firms and non-profit organizations in their work with the U.S. Congress, the White House and the federal departments and agencies. Areas of expertise: postsecondary education, economic development and workforce training, partnerships with business and industry, high technology applications to distance education. 1995 – 2006

### International Capitol Partners – Managing Partner

International Capitol Partners, L.L.C. (ICP), a service-disabled, veteran-owned small business (SDVOSB) provides strategic advice, consultation and professional, administrative and management support services to business, industry and governmental entities. Formed after September 11, 2001, the ICP leadership team has a national reputation for effectiveness and a recognized expertise in the detection, prevention and response to homeland security and homeland defense challenges. 2003 – 2006

Florida Business Associates (FBA, Inc.) - Principal

Government relations firm based in Washington, DC, providing consulting services to Florida municipalities, corporations, colleges and universities on issues before the federal government. Areas of expertise: economic development, education and job training, high technology and science policy. 1991-1995

State of Florida, Washington Office - Director

Washington representative, public policy and political advisor for Governor Martinez. Liaison for the State's executive and legislative branches to the U.S. Congress, the federal departments and agencies and trade associations on federal legislation and budgets affecting the State. Oversaw \$4 billion in federal domestic program grants and \$10 billion in defense procurement/contract funds. 1987-1990

Florida Department of Education - Federal Relations Representative

Liaison for Commissioner of Education to the U.S. Congress, the executive branch and trade associations on federal elementary and post secondary education and job training programs. Analyst for authorizing and appropriations bills. Writer and lecturer on education. 1983-1986 in house; 1995-present external consultant

U.S. Department of Education - Legislative Specialist and Congressional Liaison

Analyst for Assistant Secretary for Legislation on federal elementary and secondary education programs including legislation, budgeting and regulations. Point of contact for congressional, executive branch and public inquiries on OPE program operations. Executor of national post secondary survey and coordinator of regional public hearings for HEA reauthorization. 1982-1983

Office of Management and Budget - Education Branch Budget Examiner and Regulations Analyst

Analyst in Education Branch for federal elementary education programs (ESEA, Impact Aid). Liaison to USED budget office and author of relevant budget request materials for submission to Congress. 1980 and 1982 as PMI

United States Senate Appropriations Committee - Education Budget Specialist

Analyst for Chairman Hatfield on federal spending for education programs. Author of legislative and report language, senatorial statements and press releases. Determined budgetary impacts and made policy recommendations. 1982 as PMI.

United States Senate Budget Committee – Human Resources/Intergovernmental Specialist

Analyst for Chairman Domenici on federal human services legislation. Liaison to authorizing committees developing block grants. Author of legislative and report language, senatorial statements and press releases. Lecturer on state/federal relations and block grant implementation. 1980 and 1981 as PMI

University of Southern California - School of Public Administration, Lecturer and Intergovernmental Human Services Consultant

Chair of University/public sector Task Force on Human Services. Teacher of graduate student and professional public administrators. Coordinator of guest lecturer program. 1979-1980

University of Southern California - School of Medicine, Clinical Instructor

Author and instructor of national training program in behavioral sciences. Researcher in clinical studies program. Manager of grants and contracts from federal, state and local agencies. Supervisor of 50 training staff. 1977-1980

Los Angeles County Department of Mental Health - Continuing Education Administrator

Author, administrator and evaluator of community-based training programs for psychologists, social workers and nurses. Instructor of client classes in behavior modification and gang conciliation. Coordinator of training staff. 1977-1980

California State University at Northridge - Department of Psychology, Associate Instructor and Community Services Specialist

Teacher of undergraduate courses in Psychology. Supervisor of research projects. Consultant to community service agencies and schools. 1975-1976

Sepulveda Veterans Administration Hospital - Department of Social and Community Psychology, Clinical Supervisor and Staff Educator

Trainer and supervisor of professional and volunteer staff. Planner and coordinator of community after-care programs for patients. Researcher in national medical test trials. 1975-1976

Isla Vista Medical Clinic - Director of Clinical and Social Services

Administrator of treatment programs for alcohol and drug abuse. Trainer and supervisor of clinical and volunteer staff. Liaison to city and county agencies for patient follow-up. 1974-1975

## EDUCATION

### Doctor of Philosophy (Ph.D.) in Public Administration

University of Southern California, December 1982

Specialization in Intergovernmental Relations and Human Services Management

### Masters of Public Administration

University of Southern California, June 1980

### Masters of Arts in Community/Clinical Psychology

California State University at Northridge, July 1977

Specialization in Community Services Development and Evaluation Research

### Bachelor of Arts in Developmental Psychology

University of Santa Barbara, June 1975

Specialization in Child Psychology and School Services Administration

### Associate of Arts

Orange Coast College, June 1969

## MILITARY SERVICE

United States Army Reserves, 1994 -1997

Attached to 0157 IMA DET U.S. Army Reserve

effective date 28 Sep 94

Florida Army National Guard, 1987-1994

Appointment as a Reserve Commissioned Officer of the Army

appointed 2LT on 25 June 88

appointed 53<sup>rd</sup> Sig Bde Public Affairs Representative AG, Info OFF

(AOC: 46A00) on 1 Jan 89

2LT ARNGUS date of rank 25 Jun 88

1LT ARNGUS date of rank 24 Jun 91

CPT ARNGUS date of rank 19 Aug 93

### *Commendations and Awards*

USA Superior Unit Award

USA Distinguished Unit Citation

USA Meritorious Unit Citation

FLNG Florida Service Ribbon

FLNG Florida Commendation Medal

Certificate of Achievement, US Army Signal Center and Fort Gordon

SOBC-RC Class, Outstanding Physical Stamina Iron Man Award June 15, 1990

Served in Europe during REFORGER 90

Served in stateside mobilization of FL units during Desert Storm

Served in stateside support of RFPB activities during Bosnia

(subsequently made two voluntary trips to Bosnia as a civilian to work with transportation of humanitarian supplies by U.S. Army in Tuzula)

Guard Advisory Group Member, National Guard Association of the United States, 1990-1995

Reserve Officers Association, 1995-present

## **POLITICAL EXPERIENCE**

### Contributor

RNC, RPOV, Bush/Cheney 2000 and 2004

### Host Committee, Florida Victory 2000

Tampa 2000, 2001, 2002

### Host Committee, Once American Dream/Many American Dreamers

Republican National Convention, July 2000

### Host Committee, George W. Bush for President

Tampa and Jacksonville, 1999, 2000

### Finance Team, Republican Party of Florida

Florida Victory Committee 1999, 2000, 2001, 2002

### Transition Team Governor-elect Jeb Bush

Florida Washington Office, December 1998

### Host Committee, Jeb Bush for Governor

Tampa 1998, 2002

### Coalitions and Convention Volunteer

Bush/Cheney 2000

Dole/Kemp 1996 (Veterans)

Bush/Quayle 1992, 1988 (Veterans)

Reagan/Bush 1984

### Speaker of the U.S. House of Representatives Task Force on Communications

Advisor to Speaker Gingrich's Task Force addressing domestic policy for the newly elected Republican majority, 1994 - 1995

### Republican Majority Transition Team of the U.S. House of Representatives

Advisor on domestic policy issues to key Team members, 1994 - 1995

### George Bush for President Campaign, 1988, 1992

Outreach, Research and Drug Policy Team Volunteer

Assistant to Campaign Co-Chair, Governor Bob Martinez

Rules Team Member, Republican National Convention

Coalitions Volunteer, Republican National Convention

### The American Bicentennial Presidential Inaugural

Assistant to the Inaugural State Co-Chair, Governor Bob Martinez, 1989

### Republican Party of Florida, Volunteer for Press Liaison, 1987-1989

### Republican Women's Federal Forum Member, 1990

### Great Falls Republican Women's Club, 1998 - present

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## PERSONAL/POLITICAL REFERENCES

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## PROFESSIONAL HONORS

Presidential Management Intern (PMI), Assignments U.S. Department of Education, Office of Management and Budget and the U.S. Congress, 1980-1982

Appointee National Task Force on Education, American Psychological Association, 1975-1977

Intergovernmental Human Services Coordinator, American Society for Public Administration, 1980-1982

## PROFESSIONAL PUBLICATIONS

Peterson, C.L., and Davis, L.C., "Training for and Consultation to Community Care Facilities." Creedmore Journal of Community Psychology

Stumphauzer, J.S., and Davis, L.C., "Training Asian American Mental Health Personnel in Behavior Modification." Journal of Community Psychology, 11(3), 253-258, 1983

Stumphauzer, J.S., and Davis, L.C., "Training Mexican American Mental Health Personnel in Behavioral Modification." Journal of Behavior and Experimental Psychiatry, 14(3), 215-217, 1983

Wolkon, G.H., Davis, L.C., and Staples, F.R., "Personality Changes and Compatibility in the Psychiatric Resident-Supervisor Relationship." Journal of Medical Education, 53, 59-63, 1978

Friedman, C.T., Yamamoto, J., Wolkon, G.H., and Davis, L.C., "Videotape Recording of Dynamic Psychotherapy: Supervisory Tool or Hindrance." American Journal of Psychiatry, 135(11), 1388-1391, 1978

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2 Aug 2010

**Director, Readiness and Training Policy and Programs**

**Frank C. DiGiovanni**

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**Skills:**

Provides direct oversight, Policy guidance and fiduciary responsibility on the Department of Defense's Joint Training Program valued at \$904M a year. Co-Chair of the National Security Council, Sub-Policy Coordinating Committee on Training, Education, Exercises and Experimentation in support of National Security Policy Directive #44. Lead for Department wide training strategies for Asymmetric Warfare, Urban Operations, Stability Operations, and Information Operations and supports the Interagency, Intergovernmental and Multinational training strategy. Lead for new Instrumentation Standards Framework and Policy for DoD military training. Comprehensive knowledge of DoD military training, training capabilities and instrumentation. Conceived ground breaking next generation instrumentation standard "Open Net-Centric Interoperability Standards for Training and Test" (ONISTT) key to joint force training and test system interoperability. Attended the Defense Language Institute for the Spanish Language, graduating Magna Cum Laude. Assigned to the Latin American Training Flight, Howard Air Force Base, Republic of Panama. Responsible for training Latin American aviators in A-37B Dragonfly flight operations. Deployed regularly as part of a Mobile Training Team to almost all Central and South American countries to provide instruction in A-37B. Commanded 99 Range Support Squadron, supervised 110 personal (military and civilian) and 750 contractors. Was responsible for live training at the Air Forces largest training range consisting of 3.1 million acres and 12,000 sq miles of airspace making up the Nevada Test and Training Range (NTTR). Managed the NTTR's Major Range and Test Facility Base financial, acquisition, quality assurance, award fee and contract management process with an annual budget of \$65M. Served as the contract Functional Director (Contracting Officer's Technical Representative) for the omnibus operations and maintenance contract covering all 11 of Air Combat Command's Primary Training Ranges in the United States, valued at \$54M annually. Managed the legislative renewal

2 Aug 2010

of NTTR at the Air Staff, MAJCOM and unit levels. Won Air Combat Command's Airspace/Range Environmental Achievement Award for 1995 for ground breaking range residue clean up methodology. Thorough knowledge of the Planning, Programming, Budgeting and Execution System, Program Element Monitor at the major command and Air Staff levels. Served as Chief, Combat Air Forces Training Integrated Process Team in the Air Staff. Responsible for development, advocacy, distribution and execution oversight of \$4.7B, making up the entire United States Air Force's training modernization and collective training operations and maintenance budgets covering procurement, research, development, test and evaluation and sustainment funding. Developed and provided advocacy for Program Objective Memorandum inputs for six different Future Years Defense Program (FYDP) POM exercises at the Air Staff, major command and unit levels. Developed the Resource Management Policy for the \$1.3B Training Transformation (T2) initiative and wrote the FY06-11 Program Plan for T2. Exhaustive experience coordinating with the Military Departments, the Joint Staff, the Combatant Commanders especially Joint Forces Command, the Executive and Legislative branches, the press, local governments and non-governmental advocacy groups. Has given training briefings to legislative staffers, members of congress and testified before Congress on the Range Readiness Preservation Initiative (Sustainable Ranges) in 2003. Developed concept of "Interdependent Test and Training Coalition" to further the Test/Training ownership. Deployed to U.S. Embassy, Ecuador as Chief of Air Force Countermeasures Operations. Key responsibility was to directly liaise with Ecuadorian Air Force to ensure freedom of action for U.S. counternarcotics operations and to work with Ecuadorian Air Force Headquarters personnel and Ecuadorian Army Forces in the field to support U.S. counternarcotics radar sites in Ecuador. Deployed to U.S. Embassy Pakistan and Afghanistan in support OPERATION ENDURING FREEDOM. Mission was to liaise with Headquarters Pakistan Air Force personnel to ensure coalition air missions had overflight access to Afghanistan airspace and to resolve conflict with Pakistan Forces. Was deployed in Pakistan during a devastating 7.6 Magnitude earthquake in Islamabad. Led U.S. Air Force relief effort for first 10 days. Required extensive coordination with multitude of nations, non-governmental organizations and other relief entities. Recognized by President Musharraf at a State Dinner and awarded the Defense Humanitarian Service Award.

**Experience:**

May 2010 to Present, Acting Director, Readiness and Training Policy and Programs, KS-0301 (Limited Term)

Salary-\$ 165,300.00, 60 hours/week, Office of the Secretary of Defense, 4000 Defense Pentagon, Wash DC, 20301

(b)(5)

Provides policy and oversight of Service Training and training capability modernization, the Department's \$4.3B Combatant Commander Exercise and Engagement and Training Transformation (CE2T2) program, the Sustainable Ranges program, Advanced Distributed Learning and Education, Systems Training in Acquisition, the Joint Assessment and Enabling Capability, Institutional Training and Education, CE2T2

2 Aug 2010

Financial Planning and Execution Management and Interagency Training. He serves as the Co-Chair of the National Security Presidential Directive #44 Sub-Interagency Policy Committee on Training, Education, Exercises and Experimentation and is the DoD lead for the development of training for the Civilian Expeditionary Workforce and USU(Policy)'s Ministry of Defense Advisors Course and is the working group lead for the Tier II, Force Preparation Capability Portfolio. He also leads the development of Training Transformation's Functional Training Strategy studies in the areas of Asymmetric Warfare, Adaptive Leadership, Information Operations, Joint Urban Operations, and Integrated Operations. He provides oversight on the development of Live, Virtual and Constructive Training Standards, development of a "virtual world" training capability, Service advanced digital training instrumentation, and multi-level security training architectures. Leads development of Advanced Distributed Learning and Education applications and technologies across the entire U.S. Government, develops and reports on Performance Budget and Balanced Scorecard assessments for DoD training, develops the Program Objective Memorandum position for the CE2T2 program, and serves as the lead strategist and policy developer for DoD's modeling and simulation training capabilities. Provides oversight and policy guidance for Service institutional training and created the DoD Training and Test Interdependency Initiative. He was a member of the 2008 BRAC Joint Cross Service Group, Ranges Sub-Group and is the senior DoD training member on the Modeling and Simulation Steering Committee. He also is responsible for policy and programs associated with sustaining the DoD's access to its land, air and sea training space and for developing policy, procedures, processes, strategic communication and the research agenda associated with energy infrastructure and its impact on the ability of the Department to conduct readiness training activities.

**February 2008 to May 2010, Deputy Director Readiness and Training Policy and Programs, ES-0301 (Limited Term)**  
**Salary-\$153,154.00, 60 hours/week, Office of the Secretary of Defense, 4000 Defense Pentagon, Wash DC, 20301**

(b)(6)

Responsible for overseeing all military training and range sustainability programs for Department of Defense. His responsibilities include Co-Chair of the Sub-Policy Coordinating Committee on Training, Education, Exercises and Experimentation in support of National Security Policy Directive #44, Co-Chair of the Sustainable Ranges Working Integrated Product Team, Head for the Tier II Force Preparation Capability Portfolio, policy and oversight of all DoD Service Training Capability modernization, the \$4.8B Training Transformation initiative, the Range Readiness Preservation Initiative and the Sustainable Ranges program. He also leads the development of Functional Training Strategy studies (Asymmetric Warfare, Information Operations, Joint Urban Operations, Integrated Operations), and Live, Virtual and Constructive Standards development oversight. He analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. He coordinates with other U.S. Government Agencies, the Joint Staff, Service, Combatant Command & advises Congress on all military training and range sustainability issues.

(b)(6)

2 Aug 2010

**May 2006 to February 2008, Associate Director Military Training & Ranges, VA-03/243**

**Salary-\$141,809.00, 60 hours/week, Office of the Secretary of Defense, 4000 Defense Pentagon, Wash DC, 20301**

(b)(6)

Responsible for overseeing all military training and range sustainability programs for Department of Defense. Member of the Sustainable Ranges Working Integrated Product Team. Co-lead of the Joint Training Functional Capabilities Board Working Group, policy and oversight of all DuD Service Training Capability modernization, the \$4.8B Training Transformation initiative, the Range Readiness Preservation Initiative and the Sustainable Ranges program. He also leads the development of Functional Training Strategy studies (Asymmetric Warfare, Information Operations, Joint Urban Operations Integrated Operations), and Live, Virtual and Constructive Standards development oversight. He analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. He coordinates with other US Government Agencies, the Joint Staff, Service, Combatant Command & advises Congress on all military training and range sustainability issues.

**July 2003 – May 2006, Associate Director Joint Training,**

**Colonel (O-6), Salary-\$135,289.00, 60 hours/week, Office of the Deputy Under Secretary of Defense (Readiness), 4000 Defense Pentagon Rm 1E537 Washington D.C, 20301**

Responsible for overseeing all joint readiness training programs for Department of Defense. Researches and analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. Oversees Training Transformation initiative valued at \$4.8 billion across the future years defense program. Develops policy and oversees plans & programs to establish/sustain the Joint National Training Capability (JNTC). Member of the Joint Training Functional Capabilities Board (FCB) and the Base Realignment and Closure (BRAC) Cross-Service, Ranges Subgroup. Coordinates with Joint Staff, Service, Combatant Command & advises Congress on all joint training issues.

(b)(6)

**November 1998 - July 2003, Chief/Dep Chief, Ranges, Airfields, & Airspace Operations Division, Colonel (O-6), 60 hrs/wk, Air Combat Command Directorate of Operations, HQ ACC/DOR, 114 Thompson St, Langley AFB, VA 23665**

Led a 67 person Division at the Major Command level. He oversaw, developed and executed ranges and airspace access, Air Traffic Control and Airfield Management policy and training equipment requirements. He was the Command's focal point for all range and airspace related activity including operations, legal, environmental and public affairs.

2 Aug 2010

He was Functional Director for four contracts including the \$54M Primary Training Range Operations and Maintenance contract which covered all 11 Air Combat Command ranges. He was responsible for developing Command strategies for airspace and range access through negotiation with the Department of Interior, Native Americans, media and local/national elected officials. Chosen by the Air Force to testify before the House Resources Committee on Range and Readiness and Preservation Initiative. His testimony aided the passage of legislation modifying the Endangered Species Act. Led a SecAF-directed F/A-22 training study, developing a new business model that resolved F/A-22 air combat training instrumentation shortfalls. Authored the first ever-integrated air, space and information operations training concept of operation. On the equipment side, he wrote the requirement and fielded Air Combat Command's first-ever-global positioning system-based air combat training instrumentation system and put on contract the first new Air Force threat training system in 17 years. Stood-up two new ranges, one in New Mexico, supporting the German Air Force and a second in Texas, supporting the entire Air Force bomber fleet. Served as IIC AOC, Contingency Action Team Director, transmitted order directing deployment of 55 percent of AOC's aircraft tasked to support Operation IRAQI FREEDOM Balkans Combined Air Operations Center, Vicenza Italy; "Outstanding Performer" April 2001

(b)(6)

June 1997 - November 1998, Commander, 99 Range Support Squadron, Lt Col (O-5), 60 hrs/wk, 99 Operations Group (non 98th Range Wing), Building 200, at Nellis AFB Nevada 89191

Commanded a squadron comprised of six flights in Nevada and four geographically remote-located electronic scoring sites located in Colorado, Arkansas, Utah and South Dakota with 110 personnel assigned and 750 contractors. Manages 3.1 million acre Nevada Test and Training Range. Directs all activities relating to resource management acquisition/contract management, quality assurance, logistics, civil engineering/environmental management, communications, and human resource management to sustain Nevada Test and Training Range (NTTR) and ESS operations. Oversees annual Operations & Maintenance budget of \$65M and \$425M in threat systems. Functional Area Chief and Chairman, Configuration Control Board. Developed ground breaking, \$9.0M project to remove and recycle 104,000 tons (4 T-100s) worth of range residue. Received the HQ Air Combat Command's Environmental Achievement Award 1998

(b)(6)

August 1995 - June 1997, Range Policy, Requirements and Programming Officer, Major (O-4), 60 hrs/wk, Headquarters Air Force, Directorate of Operations & Training, The Pentagon, Washington DC.

- Proven leader with**
- ... track record of building bold goals for technological change and inspiring outstanding teams to excellence in execution.
  - ... demonstrated ability to conceptualize present and future National Security challenges and to see around corners to new solutions.
  - ... experience in government and private sector environments from initial resourcing through product development to global sales & marketing.
  - ... the communication skills/advised to build financial, programmatic, and political support.

**Core expertise:** Counterterrorism, particularly defense against explosives threats. Field experienced in Bosnia and Africa during post-conflict humanitarian demining efforts. Integration/interdependencies of Defense, Homeland Security, private sector, and globally available commercial technologies on National Security objectives. Diversity challenges in science and engineering.

**Honors & awards (government and private sector)**

- DARPA Program Manager of the Year, 1999
- Bronze deFleury Medal recipient, the most prestigious award of the Army Engineer Regiment, 2000 (see citation)
- Office of the Secretary of Defense Awards for Service and Achievement, 2000
- Lead product and corporate leadership/plan selected by Frost & Sullivan for Product Differentiation Award (2006, RedX)
- Popular Science, Best of What's New (2008, RedX)

**Technology vision and strategic communication**

Experienced international public speaker with articles, interviews, and/or full programs in *Science*, *The New York Times Science Times*, *The New York Times Circuits*, *Forbes*, *The Wall Street Journal*, *The Discovery Channel*, *National Public Radio*, *the AAAS Science Report*. Recent products featured on *CSI: Miami*, *Discovery Channel's 'Extreme Engineering'*, and in *A&S International*, *Security Management*, *Chemical Technology*, *The Future of Things*, *Scientific American*, *MIT's Technology Review*.

**Senior advisory panels and National Security studies:**

- Led DARPA Task Force for Deputy Secretary of Defense on **Combating Terrorism** (1996)
- Led DARPA Task Force for Deputy Secretary of Defense on **Alternatives to Anti Personnel Landmines** (1998)
- Special Advisor/Task Force Chair for *Vice Chief of Staff of the Army* (General Jack Keane), **New Countermine Strategy for Enduring Freedom** (2001-2003). Provided first key recommendations for use of armored vehicles in asymmetric battles such as Iraq.
- DSB Executive Secretary for **DoD Responses to Transnational Threats** (1997)
- Study Member/Technology Panel Co-Chair for DSB Summer Study, **Defense Science and Technology** (2002)
- Study Member/Steering Group for DSB Summer Study, **Reducing Vulnerabilities to Weapons of Mass Destruction** (2007)
- Current member of the **Defense Threat Reduction Agency S&T Advisory Panel** and the **Naval Research Advisory Committee (NRAC)**.
- Participant or study sponsor for additional efforts including ASB and JASONS studies.

**Internationally focused:** Knowledgeable about core concerns in Africa, particularly, and in other developing countries. RedX has representation in over 20 countries.

**Business and Investment:** Roles as CEO of RedX and Dugan Ventures provide insight necessary to lead various S&T efforts to revitalize economic and defense competitiveness through technological innovation. This includes challenges in system engineering, the influence of execution speed on small business innovation, and the importance of private equity investment on product development, sales/marketing, and success in technology transition.

**Regina E. Dugan, PhD**

(b)(5)

**Experience:**

*President & CEO, RedXDefense, LLC (www.redxdefense.com) 2005 – Present*  
Founder of company. Led growth of company from initial technology licensing from University through complete product development, sales & marketing for hardware and software products. Suite of products focused on combating explosives threats in private, homeland security, and military environments domestically and abroad. Responsible for all financial, corporate, operational, legal, and research and development activities.

*Managing Partner/CEO, Dugan Ventures, LLC 2001 – Present*  
Founder of company. Primary responsibility for identifying new opportunities, due diligence, and investment transactions. Served in senior executive positions in three companies with responsibilities ranging from the development of strategic business relationships, legal and financial matters, as well as the building of a direct sales, marketing, and distribution capability throughout the US, Europe, and Asia. Responsible for over \$25M in fundraising and business development activities.

*DARPA Program Manager 1996 – 2000*  
Led a \$50M program focused on the development of an advanced, field portable system for detecting the explosive content of land mines. The "Dog's Nose Program" was successful in the creation of several new products and in their follow-on transition to commercial and military customers. Participated in active mine clearance efforts in Mozambique and field tested equipment in both Africa and Bosnia.

Co-led the \$50M Distributed Robotics program, one of rare multi-office programs. Responsible for internal DARPA study on technology transition successes and challenges.

*Research Staff Member, Institute for Defense Analyses 1983 – 1986*  
Lead or co-lead analyst on program topics ranging from Ballistic Missile Defense to Department of Defense BRAC issues. Led efforts to develop program at IDA to support environmental analyses for OSD.

**Education:**

*California Institute of Technology, PhD in Mechanical Engineering, 1982*  
*Summa Cum Laude*

*Virginia Tech, BS and MS in Mechanical Engineering, 1984, 1986*  
*Summa Cum Laude*

**Other:** Co-author of *Engineering Thermodynamics*, 1998, inventor or co-inventor on 13 patents issued or pending. Co-chair of the Organization for Women at Caltech 1992 - 93. Former helicopter pilot.

**Political activities:** One of first public supporters of Obama campaign (2008) and loyal supporter throughout. Participant in National Security Forum Fundraiser in Washington DC.



# ERIC FANNING

(b)(6)

## EXPERIENCE

### **Commission on the Prevention of WMD Proliferation and Terrorism**

Washington, DC

*Deputy Director*

*May, 2008 – Present*

Deputy staff director to an independent Congressional commission, established as a follow-on to the work of the 9/11 Commission, and charged with assessing the nation's current activities, initiatives and programs aimed at preventing the proliferation of weapons of mass destruction and terrorism while providing a comprehensive strategy with concrete recommendations. Report is due to the President and Congress in November 2008.

- Hired staff of 30, with substantive expertise spread across counter-terrorism, non-proliferation/counter-proliferation, and intelligence analysis. Team includes detailed staffers from multiple federal agencies.
- Developed and implemented work plan for research, writing and editing of Commission report.
- Designed and oversaw all Commission meetings and hearings.
- Built and managed Commission budget. Forecasted to use less than half of \$2.7M Congressional appropriation.
- Managed teams responsible for interviewing more than 200 government officials, including cabinet secretaries, and non-governmental experts.
- Selected and responsible for directing communications team and publisher.

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### **Communications Management Group (CMG)**

Washington, DC

*Managing Director*

*May, 2007 - May, 2008*

CMG provides strategic communication, public affairs, grass roots outreach, project management and event production services around the world. Clients included The Aspen Institute, The Defense Advanced Research Projects Agency (DARPA), Business Executives for National Security, Democracy Alliance, the Center for a New American Security, the Markle Foundation and the World Wildlife Fund.

### **Business Executives for National Security (BENS)**

Washington, DC

*Senior Vice President for Strategic Development*

*December, 2001 – May, 2007*

*Washington Regional Director*

*March, 2001 - December, 2001*

National, nonpartisan, nonprofit organization comprised of Fortune 500 CEOs and other senior executives who work with top decision-makers in the Administration, Congress, the Pentagon and the intelligence community to apply best private sector business practices to American national security issues.

- Responsible for all aspects of international policy and programs. Director of foreign trips including planning, attending, briefings to Congress, senior military leaders and civilian appointees, written reports, and all substantive follow-up. Visited more than 20 countries for BENS (often repeatedly), including multiple trips to Iraq and Afghanistan. Extensive working relationship with many unified military commands, particularly CENTCOM and EUCOM.
- Directed strategic development operation, currently comprised of six regional offices (New York City, Atlanta, Kansas City, Dallas, Silicon Valley and Washington, DC). Responsibilities included hiring and managing all staff in these offices, developing annual department budget, coordinating financial and operations communications to the Board of Directors, and implementing the organization's long term growth strategy.
- Directed nationwide member recruitment, engagement and retention.
- Oversaw and attended national trips, including multiple visits to military installations across the country.
- Oversaw all membership development events, including securing VIP speakers, organizing policy

working groups, trips, and overseeing annual fundraising galas (300 to 1700 guests each) in New York, San Francisco, Dallas and Washington, DC.

- Responsible for all fundraising (\$7.1M goal for 2007), including the development and implementation of a nationwide major donor program (\$25,000 and above).
- Launched organization's first endowment campaign.
- Part of senior team responsible for all Congressional education programs; federal, state and local government relations; coalition building with other associations; and political candidate outreach.

**1800HomeCare.com**

Washington, DC

*Senior Vice President, Operations and Strategy*

1999 – 2000

- Developed and managed all operations of startup e-Business network that empowered home care providers to enhance their relationships with consumers of home care services by combining a national call center, an online service locator and customized provider Web sites.
- Managed, executed and integrated into daily operations all strategic partnerships, including Company's exclusive partnership with the National Association for Home Care, the industry's largest trade association.
- Designed and launched Company Web site incorporating the most accurate and comprehensive home care services locator on the Internet.
- Developed and implemented strategic plan for Company's customer service and consumer call centers. Determined what should be outsourced, what should be built internally, as well as coordination and funding for operations. Negotiated all contracts, and oversaw all hiring and management. Developed strategic and operational plans in conjunction with accessibility of funds through the Company's startup phase.
- Created and managed sales and marketing department which recruited 4,500 home care provider members in 3 months, a 30% market penetration on a start-up budget.
- Responsible for majority of Company's written products, including business plans, fundraising presentations, press releases and site content.

**Robinson, Lerer & Montgomery (RLM)**

New York, NY

*Senior Associate*

1998 – 1999

- Developed and implemented strategy to secure access for AOL broadband services on existing cable infrastructures. Coordinated and oversaw teams that traveled to major metropolitan areas where cable franchise agreements were up for renewal, developed strategies utilizing grass roots campaigns (consumer demand) and political outreach to local officials who were responsible for making these decisions (renewal concessions).
- Directed long-term study of cable shopping channels for client that was considering purchasing one to enhance its sales reach.
- Part of team responsible for the launch public relations of Oxygen Media (supervising partner held an ownership stake in Oxygen).
- Worked with senior client management, including CEOs, COOs and CFOs, to develop and implement strategic communications, branding and positioning plans.
- Wrote scripts, press releases, talking points and speeches, and handled media outreach.
- Projects included initial public offerings, deals and acquisitions, crisis management, quarterly earnings and investor relations.

**CBS News**

New York, NY

*Associate Producer, Foreign and National Desks*

1997-1998

- Investigated breaking news, produced and conducted on-camera interviews, and developed and pitched stories for all CBS News broadcasts.
- Acted as weekend senior on-site producer for all breaking foreign news.
- Coordinated the assignment of CBS camera crews and reporters around the world.
- Identified, hired and managed CBS News military commentators.

**The White House**

Washington, D.C.

*Associate Director of Political Affairs*

1996

- Counseled senior White House staff on issues relating to various constituency groups and the reorganization of related outreach and marketing efforts.
- Handled specialty press inquiries and drafted Presidential responses.
- Submitted weekly updates and briefings to the President.

**Department of Defense**

Washington, D.C.

*Special Assistant, Office of the Secretary of Defense*

1993-1996

- Coordinated and recommended strategies for the Secretary and Deputy Secretary of Defense for the handling of politically sensitive projects and policy development requiring multi-office integration and involving senior DoD officials and White House aides.
- Acted as direct liaison for the Secretary and Deputy Secretary between DoD, the White House and other federal agencies.
- One of two aides to the Secretary responsible for long term strategic planning involving reorganization of the Department of Defense, renovation of the Pentagon building (projected cost of almost \$2 billion) and staffing of senior-level appointments (including 46 positions requiring Senate confirmation).
- Coordinated DoD's participation in and support of the 1996 Atlanta Olympics, involving the deployment of thousands of troops.

**Committee on Armed Services, U.S. House of Representatives**

Washington, D.C.

*Research Assistant, Professional Staff*

1991 - 1993

- Member of a small political team formed to build a coalition of support for passage of the annual Defense Authorization Bill and to promote the Chairman's policy agenda in the House and on the national front.
- Worked as part of a team responsible for Chairman's strategic, long-range planning and scheduling.
- Tracked and advised Chairman on 1992 Presidential and Congressional elections.

**EDUCATION****Dartmouth College**

Hanover, NH

*Bachelor of Arts in History, June 1990.*

- Winner of Barrett All-Round Achievement Cup, Dartmouth's highest graduating award.
- Foreign study in Lyon, France.
- Member, Dartmouth Alumni Council (2007 – 2010 term)

## SARAH SPENCER FARNSWORTH

(b)(6)



### Experience

#### THE WHITE HOUSE, Washington, DC

Senior Advisor to the National Security Advisor (NSA), The White House January 2009-Present

- Managed General Jones' transition into the White House and assisted with the initial set up and staffing of the National Security Council. Responsible for short and long term planning and execution of the NSA's schedule and priorities.
- Plan and execute NSA trips around the world including Pakistan, India, Afghanistan, Africa, China, Israel, Saudi Arabia and Lebanon. Serve as primary aide traveling with the NSA on Presidential trips.
- Member of the White House planning team for Military Family issues and outreach.

#### U.S. CHAMBER OF COMMERCE, Washington, DC

2007-2009

Chief of Staff to General Jim Jones, USMC (Ret), President & CEO, Institute for 21<sup>st</sup> Century Energy

- Responsible for the initial organization of the Energy Institute to include formulating policies and procedures, outlining infrastructure, organizing and executing launch events, budget development and liaison to an Advisory Council and senior management.
- Special projects included working with General Jones in his role as Chairman of the Congressional Commission to assess the Iraqi Security Forces, and in his role as Special Envoy for Middle East Regional Security for the Secretary of State.

#### USO WORLD HEADQUARTERS, Arlington, VA

2002-2006

##### Vice President & Chief of Staff

The only non profit organization chartered by Congress to provide morale support to the military and military families with more than 120 USO Centers and 30,000 volunteers.

- Directed the Office of the President, including strategic planning, coordinating the senior management team and managing overall activities of the USO.
- Managed the USO World Board of Governors. As the primary liaison to the board, responsibilities included coordinating three annual meetings (objectives, agenda, logistics, presentations), coordinating board communication and tracking governance matters.
- Developed and led the USO's external relations strategy including building and managing the USO Congressional Caucus, serving as primary liaison to the Chairman of the Joint Chiefs of Staff, the White House and the Office of the Secretary of Defense.
- Led more than 20 celebrity entertainment tours throughout the Middle East, including Iraq, Afghanistan, and around the world. Served as the Trip Director/Senior Aide for the Chairman of the Joint Chiefs of Staff USO international troop visits.
- Directed and managed all special projects including the annual USO World Gala, USO center openings, congressional events and special events with the NFL, NBA and military hospitals.

**FHC HEALTH SYSTEMS, Falls Church, VA**

**1998-2000**

**Vice President & Chief of Staff to the Chairman:** Following 1998 merger, set up and managed the Office of the Chairman, serving as primary liaison with the senior executive teams of multiple companies and managing board and investor relations. Coordinated with the CEOs of the multiple companies to identify, develop and share strategic business opportunities. Project manager for an aggressive 120-day analysis of corporate and multi-company operations and processes. Responsibilities included developing work plans/schedules, identifying resources/personnel requirements.

**JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS, Washington, DC 1998**

**Management Consultant:** Conducted an analysis of the special events department and developed an organizational plan to improve its operations. The plan's primary focus included clear workflows to improve multi-department coordination and procedural templates to monitor, execute and communicate activities and events.

**THE WHITE HOUSE, Washington, DC**

**1993-1997**

**Office of the First Lady & White House Social Office:** Managed and organized the planning and production of events and special projects for President Clinton and the First Lady at the White House. Oversaw the coordination of all aspects of the events and liaised with other White House offices involved to ensure protocol, logistical, strategic and communication goals were achieved. Special projects included the 1997 G-8 Leaders Summit (Denver, CO), Summit of the Americas (Miami, FL), the President's 50<sup>th</sup> Birthday Celebration at Radio City Music Hall.

**Special Assistant to the White House Director of Advance:** Immediately following the 1993 Presidential Inauguration, responsible for developing and implementing processes and procedures for the White House Office of Advance

**PUBLIC RELATIONS & MARKETING EXPERIENCE**

**1989-1992**

Prior to joining the White House in 1992, experience following college including working for public relations and marketing agencies in Sacramento (Fleishman Hillard), San Francisco (Jenkins Communications) and New York City (Creamer Dickson Basford). Additional information and references are available upon request.

**Education**

**California State University, Sacramento**

Major: Political Science

Minor: Communications

NAME: James Richard Fitzharris

(b)(6)

**MAILING ADDRESS:**

(b)(6)

**SUMMARY OF SKILLS:** General managerial and supervisory skills of professional/technician/administrative/clerical personnel with experience in electrical, electronic and telecommunications support systems and in the development of heating ventilation and air conditioning requirements; experience in establishing master plans and ensuring that the project was coordinated and integrated in compliance to codes and standards and inspected/tested to ensure the product or system delivered was acceptable to the requirements defined by the customer; Supervisory/project leader experience in resolving problems, conflicts, preparing and presenting briefings and other issues effecting a project; have been a supervisor in the government since 1984 and have established job standards, performed evaluations as both a rater and senior rater, made selections, determined training needs, recommended awards/promotions and performed disciplinary actions including one case which resulted in dismissal as well as performed duties of a reduction in force and was the supervisor who had to hand out change of grade and termination actions.

**EXPERIENCE:**

May 1999-present; 40+ hours per week; Deputy Director (YC-0340-03); Pentagon Renovation and Construction Program Office (PENREN), 100 Boundary Channel Drive, Arlington, Virginia, 22202. (b)(6)

(b)(5)

**MAJOR TASKS:**

I currently serve as Deputy Director of the Pentagon Renovation and Construction Office (PENREN), Washington Headquarters Services, Director Administration and Management, Office of the Secretary of Defense. As the Deputy Director, I lead an organization with an annual budget of approximately \$500 million and 450 government and contract personnel who manage and execute the PENREN program, Raven Rock Renovation, and numerous ancillary construction and Information Technology (IT) projects related to Pentagon mission and operations. I manage and direct the personnel and activities of several Integrated Products Groups and provide direct supervision of these Group leads. These groups are established to plan, manage, direct, and administer overall IT and construction projects and activities in each of the geographic areas of the Pentagon Reservation. The groups are matrixed divisions consisting of the professional, technical, administrative, and clerical personnel assigned from supporting organizations to carry on specific projects responsibilities. I manage overall strategic and programming aspects of the activities with team members; such as planning, design, budgeting, acquisition, contracting, scheduling, delivery, and execution of demolition, for IT and construction projects. I ensure these activities integrated with overall PENREN business

processes to achieve the overall strategic mission of PENREN. Furthermore, I ensure management oversight such that new technology can be proposed and incorporated into the Program with maximum efficiency and minimal budget impact. In addition, I manage integration of the project plans into overall strategic master planning efforts on the Pentagon Reservation. I coordinate extensively with other Directorate Deputies, to ensure all projects are integrated across the reservation. Lastly, I ensure cost and quality control systems are in place and in use, that delivery and other schedules are adhered to, that compliance with local and national codes, environmental, and safety requirements are observed, and that state-of-the-art construction techniques are utilized.

During my tenure with PENREN under WHS, I have also held the following positions:

May 1999- May 2002: Construction Operations Group Leader, GS-0340-15 and I served on a critical detail to COOP/COG for the DCEN network.

May 2002 - June 2005: Information Technology Director and I served on another critical detail as the RRMC Liaison, as well as on the Iraq Source Selection for Reconstruction.

June 2005 - September 2006: Construction and IT Advisor and Project Controls Group Leader

May 1996 to May 1999, 40 hrs per week, Director (GS-15 0854/855) of the US Army Information Systems Engineering Command - Pentagon Engineering Office (ISEC-PEO) a sub element of US Army Communications - Electronics Command (CECOM) in support of Program Manager Information Management and Telecommunications (PM IM&T) and the Pentagon Renovation Office (PENREN), 100 Boundary Channel Drive, Arlington, VA 22202.

(b)(6)

MAJOR TASKS: As Director of ISEC-PEO our team provides matrix support in the areas of requirements definition, system design, installation, inspections, testing, turnover, security documentation, and reviews of subcontractor produced efforts in these areas. I supervise 27 Army civilians and 110 ISEC support contractors in addition this team coordinates and approves the actions of another 140 installation engineering teams providing actions to PM IM&T. We interface with a contracting office at Fort Huachuca, AZ for the I/O engineers/testers/security and installation personnel and interface with the PENREN Office for other contract actions. Our team ensures that PM IM&T will deliver products that keep the PENREN program on schedule and within cost. I directed the development of a technical requirements package and chaired the source selection boards technical and management panels for the Above Ground Telecommunications Backbone contract awarded via PENREN Acquisition Office to OTE for Wedge 1 and options for follow on wedges based on performance.

August 1994 to May 1996, 40 hrs per week, Deputy Director (GS-15 0854) of ISEC Fort Belvoir Engineering Office (ISEC-FBEO) and Special Tech Advisor to Program Executive Office - Standard Army Management Information Systems (PEO STAMIS) (b)(6)

(b)(6)

MAJOR TASKS: This office provided direct engineering support to the PEO and various PM's. The primary mission was to ensure that standard computer systems were purchased as well as software developed utilizing well documented and tested procedures and fielded to the Army personnel and logistics commands. One of our team's goals was to work with the PM's

engineers and software developers and lead them to utilize off the shelf hardware and software products and where software had to be developed that the software maturity model standards were utilized. I also served as a special representative to the Army DISC4 on a reshape of the Signal Corps as a special team member on the IM FAA. Served as the person responsible for civilian job descriptions and PEO program management reviews for technical issues. I was the rater for 12 civilians and one military and senior rater for 40 other civilians.

December 1992 to August 1994, 40 hrs per week, Test/Quality Assurance Division (GS-14 0855) of the ISEC, Fort Ritchie, MD, Test and Field Engineering section.

(b)(6)

**MAJOR TASKS** Served as chief of the Test and Field Engineering section for all areas of information technology, performed site inspections of facilities for suitability of the environment to handle IT systems in regards to building construction, power, back-up power and HVAC issues. Our team of 20 civilians and 10 military were responsible for final equipment checkout of government or contractor engineered/installed systems before turning them over to the customer. Our team developed test plans or utilized contractor developed government approved test/inspection procedures. Our policy was that we did not leave a site until all problems were identified and corrected unless the resolution of a fix would take weeks where we would return. We also provided to the customer on-site training in maintenance or other operational tips. We left the site with all documentation complete and provided an organizational telephone number for future work or problem areas. We wanted to leave the customer with the feeling that we were a value added test organization who not only inspected and tested but provided problem resolution experience.

October 1989 to December 1992, 40 hrs per week, (GS-14 0855) Chief of Engineering, Installation and Maintenance Section for the Test and Evaluation Command (TECOM) White Sands Missile Range, NM, Director of Information Management. Promoted to GS-14 in August 1990. (b)(6)

**MAJOR TASKS** Served as chief of installation, Maintenance and Engineering Division over 168 personnel consisting of both GS and WG employees. As a supervisor, we established a two year plan to ensure tests scheduled for the range would have appropriate Information Technology (IT) infrastructure to gather test data. This plan served as the baseline of a procurement action that ended up with a \$100M range improvement program to be accomplished over a 6-8 year period. Further we established plans to upgrade facilities for power, back-up power, HVAC and expand floor space requirements at various IT facilities at the 4000 sq mile range. We reduced staffing of the DOIM via a reduction in force and had appropriate contracts ready to pick-up outsourced work. Due to the large number of WG, WI, and WS employees I really had to learn personnel rules and regulations and how to listen, negotiate and compromise. I never had the union disagree with one of my proposed solutions.

February 1983 to October 1989, 40 hrs per week, Branch Chief (GS-13 0855) of ISEC Europe (ISEC-EUR) Worms Germany for Secure Data and Command Control Systems, Promoted to GS-13 June 1984. (b)(6)



MAJOR TASKS: Served as branch chief for projects concerning secure data or voice, as well as all command and control IT issues for US European Command (EUCOM), USA – EUROPE (USAEUR), US elements at SHAPE and all US-NATO IT interfaces. These projects required knowledge of both US and NATO standards. I was TDY one year to SHAPE Belgium for the engineering installation testing and cutover of IT systems into a new underground bunker under construction at SHAPE. I interfaced with NATO IT personnel as well as the civil, mechanical and electrical engineers and architects responsible for building this facility. I ensured that IT facility requirements were understood and incorporated into their designs and that US IT systems that were to interface with NATO or other individual NATO elements were well understood, I was able to present cases for improved systems through formal procedures (via interpreters in some cases). I was also detailed for 27 months to Stuttgart Germany for the emergency relocation of the US EUCOM Command Center, DCINC and ambassadors building and staff due to asbestos issues. I again developed facility criteria for the construction engineers to incorporate into the facilities that we moved the people and systems into. I briefed at the Four Star level the timeline and cost required from an IT perspective and further joined with the COE elements in developing a joint timeline document. I ensured by weekly reviews of our IT design that schedules were met and costs were contained to our estimates. During these 39 months of TDY I still ran my branch back in Worms of 10 civilians and 8 military personnel bringing them to the above projects for on-site training as most were interns or LT's/junior CPT's. I also had the opportunity to serve as the engineer and test director in Munich Germany for PM European Telephone system for the hardware and software issues and problem resolution associated with a telephone switch modernization effort for all US Forces in Europe, this would lead to the installation of 156 telephone switches throughout Europe for the US military.

June 1972 to February 1983; 40 hrs per week; USA LT, GS-07, 09, 11 and 12 for ISEC Fort Huachuca, AZ

MAJOR TASKS: Served as a secure IT engineer for the IT systems associated with the construction of a new bunker/command post at Tango in Korea, served as the lead IT engineer for a project that was installed at various NATO bunker/command posts in Europe called Selective Release Improvement Program (SELRIP) where I briefed what the systems were enabling them to do and also provided the facility criteria for power and HVAC to the appropriate engineering organizations and countries who operated the facilities, the project required over 300 days of TDY and was completed in less than one year which no one expected. Due to this NATO experience I was again given the opportunity to be involved at these same locations plus some additional sites for the upgrade of some intelligence gathering networks, again completed on time and within cost. I was loaned out to the Air Force to serve on a source selection team at Scott for a Red Switch and to help with on site engineering at an upgrade at MacDill AFB during 1982. I served as the Information Systems Command and the Army's RED/BLACK security engineering person on orders (80-83) to interface with NSA/DIA and DISA. I also had blanket travel orders for problem resolution and isolation and authority from the KO to call out the contractor for the Wideband Secure Voice Command and Control switch (AN/FTC-31) at various CINC locations during 81 and 82. I was fortunate in being selected as a member of study team assembled in late 1975 to develop a plan to move EUCOM to Belgium. This plan was disapproved but a third section of the SHAPE bunker constructed during 1985 was a result of this multidisciplinary team.

**OTHER RELEVANT INFORMATION:**

Owned and operated a Class B General Building, Light Construction firm in Sierra Vista, AZ from 1978-1982 employed an average of 6 personnel with a peak employment over 10 continuous months of 16 employees per week in residential home construction for framing and ceramic tile work.

Special Act Award EUCOM Relocation Study (1975)

OSI and SSP for Command and Control and Secure Voice Engineering (1980 and 1983)

Commanders Award for SHAPE Engineering (1987)

Commanders Award for EUCOM Emergency Relocation Engineering (1988)

Superior Civilian Service Award for Service to SHAPE and EUCOM (1990)

Exceptional Performance Awards for Engineering and Supervisory Actions (Various)

**TRAINING/EDUCATION:**

Bachelor of Science in Electronic Engineering Technology, University of Dayton, Dayton, OH

Supervisory course - supervisory one, manage workforce in budget, total quality management, organizational leadership for executives

Engineering training various government short courses from three days to two months, i.e.: value engineering, systems architectures, COR/source selection/specification writing.

COMSEC/RED/BLACK courses, computer security

**LOWEST ACCEPTABLE GRADE: GS-15**

(b)(6)

**MILITARY SERVICE/VETERAN'S PREFERENCE:**

(b)(6)

(b)(6)

USAISEC-Pentagon Engineering Office

703-693-8277

On cost, On schedule, Built for the next 50 years

# Matthew C. Flavin

(b)(6)

## EDUCATION

### Georgetown University Law Center

- J.D.
  - National Security Policy Focus

Washington, D.C.  
Graduated Spring 2010

### Amherst College

- B.A., Political Science and Spanish
  - Magna cum laude

Amherst, MA  
2005

## EXPERIENCE

### The White House

- **Director of Veterans and Wounded Warrior Policy**
  - Responsible for interagency veterans policy development and implementation
  - Considering and advising the President on priority initiatives for veterans and migrants
  - Advises the President and senior staff on veterans and military health issues

Washington, DC  
2009-2010

### SEAL Team One (United States Navy)

- **Department Head, Intelligence and Targeting Directorate**
  - Led a team of 28 Intelligence Specialists deployed to Iraq
  - Requested by command to deploy to Afghanistan and Kuwait as part of mission of 2003 mission
  - Named Special Warfare Intelligence Officer of the Year (Awarded Bronze Star Medal)

Coronado, CA  
2004-2007

### Defense Intelligence Agency (Department of Defense)

- **Operations Officer, Allied Military Intelligence Battalion**
  - Led a Marine Intelligence Detachment composed of over 200 personnel
  - Personally conducted the unit's most sensitive missions
  - Awarded Joint Service Commendation Medal

Sanford, Domes  
2003-2004

### Joint Maritime Facility (United States Navy)

- **Tactical Watch Officer and Command Intelligence Officer**
  - Led a team of US Coast Guard, Royal Air Force and Royal Navy personnel as a liaison officer
  - Successfully coordinated numerous underway warfare missions
  - Solely responsible for the intelligence mission at the command

San Diego, CA  
2002-2003

### United States Senate

- **Vote Research**
  - Conducted research and analysis on US Senate voting history
  - Edited Young James Bush's biography for the Democratic Leadership Office

Washington, DC  
2009

### HBO, Inc.

- **Business Affairs Intern**
  - Worked under the Chief Counsel Negotiating for HBO Productions to analyze and reorganize HBO talent contracts

Los Angeles, CA  
New York, NY  
2009

## Other Qualifications

(b)(6)

Computer Skills: Microsoft Office, internet applications, Analyst Notations  
Military Training: Record available upon request

## ROBERT T. FOSTER, CHE, PMP

(b)(6)

### SUMMARY OF SKILLS

Senior executive with over 25 years experience and demonstrated success in leadership roles providing top quality health services in support of worldwide military operations, and to members of the Armed Forces, their families, and others entitled to health care. Acquisition Level III trained, with comprehensive experience in planning and directing acquisition and program management activities that support the delivery of top quality healthcare. Additional expertise in the areas of financial management, and human resources, particularly with respect to Department of Defense policies and regulatory guidance. Secret level security clearance.

### EXPERIENCE

**Joint Medical Information Systems Office, TRICARE Management Activity, Falls Church, VA**

The Joint Medical Information Systems Office (JMISO) is the principle organization responsible for executing Information Technology (IT) program support for the Defense Health Program, which provides top quality health service in support of worldwide military operations, and to 8.7 million beneficiaries, which include members of the Armed Forces, their families, and others entitled to health care under Title 38, U.S. Code.

*Acting Program Executive Officer*

Apr 2005-Present

Currently serving as the Acting Program Executive Officer for the Joint Medical Information Systems Office.

*Deputy Program Executive Officer*

Jan 2005-Apr 2005

Serves in a critical acquisition position as the Deputy in an organization that oversees the development, deployment, and sustainment of Acquisition Category I and II automated information systems. Ensures compliance with Department of Defense acquisition policy and guidance. Supports the TRICARE mission of providing worldwide, integrated health care delivery for 8.7 million beneficiaries by providing clinical, administrative, and management information technology systems.

*Director of Integration and Security*

2002-2005

Responsible for development of policy and conducting oversight for compliance in the following three principle areas: Systems Architecture, Systems Engineering, and Information Assurance. Serves as the Certifying Authority for ensuring compliance of information technology systems.

with Defense Information Technology Certification and Accreditation Program (DITSCAP). Also serves as the Director of the Advanced Technology Innovation Center.

- Represented the Department of Defense on the Information Management/Information Technology Workgroup for the Presidential Task Force to Improve the Delivery of Health Care to Our Nation's Veterans.
- Serves as the Certifying Authority for over 40 Information Technology Systems currently deployed and in production throughout the Department of Defense. Responsible for the comprehensive evaluation of the technical and non-technical security features of the IT systems, and provides the Designated Approval Authority with recommendations for tradeoffs between security requirements, cost, availability, and schedule to manage security risk.

***Senior Healthcare Information Technology Specialist***

**2000–2002**

Independently performed a wide variety of support tasks, that included research and analysis, assisting in the development and the updating of IT planning documents, collection and refinement of information, coordination of draft reports, and preparation and publishing of final reports, fact sheets, information papers, and responses to Members of Congress or other Government oversight agencies. Evaluated regulatory documents, procedures and information requests for impacts on the MHS IT program, works in progress, and missions/functions.

- Represented the MHS on a Defense Medical Oversight Committee Procurement Working Group charged with developing new acquisition strategies for the procurement of top quality healthcare for 8 million beneficiaries, to include automated information systems.
- Participated in an internal review of the organization, functions and responsibilities of the PEO subordinate staff elements and program offices to identify process improvements and to initiate process modernization throughout the organization.

**Directorate of Information Management, Office of The Surgeon General, Falls Church, VA**  
Chief Information Office for the Army Medical Department, which operates a \$6.6 billion-a-year worldwide health care organization and supports 2.9 million beneficiaries world-wide.

***Senior Systems Analyst***

**1999–2000**

Combined in-depth functional knowledge of healthcare business processes with technical expertise in healthcare automation systems to assist the Chief Information Officer in delivering cost effective enterprise wide information management and information technology solutions.

- Developed performance metrics and report procedures for data quality initiatives that allowed the AMEDD to resolve data errors inherent in the Composite Health Care System.
- Provided ongoing analysis of emerging Information Technologies, and recommendations for those that offer the greatest benefit to the AMEDD.

**North Atlantic Regional Medical Command, Walter Reed, Washington, D.C.**

U.S. Army Regional Medical Command that operates a comprehensive, integrated healthcare system covering 1 million beneficiaries located in 21 states and the District of Columbia.

***Chief Information Officer***

**1998–1999**

Developed policies and plans for the evaluation, implementation, and operation of over 100 clinical/patient oriented information systems and medical administration information support

systems. Responsible for the integration of telecommunications, automation, visual information, records management, and publication/printing equipment.

- Directed a Regional Year 2000 program that systemically tested all IM/IT equipment, Biomedical Equipment, and Facilities equipment, then identified and replaced non-compliant items.
- Developed a Regional Staffing Model to control IM/IT growth while fully supporting current and future strategic goals.

**Ireland Army Community Hospital, Fort Knox, KY**

A 65 bed community hospital with four free standing primary care clinics, a regional blood collection center, and six occupational health clinics located in Kentucky, Indiana, Michigan, Ohio, Illinois, Wisconsin, and Minnesota.

***Chief Operating Officer***

1996-1998

Established, oversaw, and managed the health care needs of 120,000 beneficiaries. Areas of direct responsibility include financial management, logistics, human resources, information management, nutrition care, and readiness plans and operations.

- Led the transition of fee-for-service to capitation based managed care system.
- Reduced overall health care expenditures by \$2 million without degrading patient services.
- Led facility to full three year accreditation by JCAHO.
- Installed a Local Area Network (LAN) which combined over 650 PC workstations onto a single, fully integrated, network.

**United States Army Personnel Command, Alexandria, VA**

Organization responsible for human resources services for a system of over 50 hospitals and free standing clinics worldwide.

***Human Resources Manager***

1994-1996

Identified, selected, and placed 750 senior healthcare executives in a variety of positions in medical centers, hospitals, and clinics worldwide while also meeting individual career development needs.

- Developed and implemented a worldwide distribution plan to address manpower shortages while meeting organizational goals and objectives.
- Enhanced customer services by developing a method for downloading personnel data from a worldwide database to each Human Resource Manager's workstation.

**United States Army Dental Command, San Antonio, TX**

Organization responsible for operation of 183 dental clinics and 4 dental laboratories located across the United States, Alaska, Panama, Europe, and Korea.

***Chief Financial Officer***

1991-1994

Day-to-day management of a \$70 million budget and human resource needs of 4,300 personnel, as well as dental construction and renovation programs.

- Successfully managed a 30% reduction in the total operating budget by refocusing productivity on the primary customers, active duty soldiers.

- Anticipated, planned, and obtained funding for new construction and renovation of existing dental facilities throughout the system.

**United States Army 47th Field Hospital, Bakers**  
Organization responsible for fielding and maintaining a 400 bed, acute care, field hospital deployed in support of Desert Shield/Storm.

*Chief of Ambulatory Care* 1990-1991

- Designed and supervised the construction of two separate 400 bed field hospitals established in the combat zone.

**Reynolds Army Community Hospital, Fort Sill, OK**  
A 100 bed, acute care, community based hospital.

*Chief of Ambulatory Care* 1988-1990

Managed 10 clinical departments and 3 free standing satellite ambulatory care clinics that served 75,000 beneficiaries.

- Converted a historical based annual supply budget to a workload based supply budget.
- Developed and supervised contracts for professional services in the Emergency Room and Department of Radiology.

#### ACADEMIC BACKGROUND

Master of Healthcare Administration, Baylor University, 1988  
Master of Science in Biology, Tennessee Tech University, 1977  
Bachelor of Science in Chemistry, Tennessee Tech University, 1975

#### PROFESSIONAL ACTIVITIES

Acquisition Level III Training Completed at the Defense Acquisition University  
Certified Healthcare Executive in the American College of Healthcare Executives  
Project Management Professional in the Program Management Institute  
Member and Alumni of the Interagency Institute for Federal Health Care Executives  
Former Preceptor with the Baylor University Graduate Program in Healthcare Management



(b)(6)

**JUAN M. GARCIA III**

(b)(6)

EDUCATION HARVARD LAW SCHOOL.  
*Cambridge, MA, Juris Doctorate, 1992*

JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY  
*Cambridge, MA, Masters Public Policy, 1992*

UCLA  
*Los Angeles, CA, Bachelor of Arts, 1988*

MILITARY COMMANDER  
*U.S. Navy* *Current*  
Thirteen years active duty. Four years select reservist.

NAVAL AVIATOR  
*U.S. Army* *1992-Current*  
Currently Commanding Officer of Naval Reserve Squadron VT-28, Corpus Christi, TX. Over 2,500 flight hours in Naval aircraft. Multiple deployments to Persian Gulf and Kosovo. Tours at the Pentagon (Office of Legislative Affairs, Bureau of Naval Personnel).

GOVERNMENT MEMBER, TEXAS HOUSE OF REPRESENTATIVES  
*House District 32* *Current*  
Represents Naval Air Station Corpus Christi and Naval Air Station Ingleside. Member of Defense Affairs and Federal Installations Committee.

PROFESSIONAL HARTLINE DACUS BARGER DREYER & KERN, L.L.P.  
*Attorney* *Current*  
*Corpus Christi, TX*

TEXAS LYCEUM  
*Director* *Current*

WHITE HOUSE FELLOW *1999-2000*  
*Washington, DC*

CAMPAIGN OBAMA FOR AMERICA

- First elected official in Texas to endorse President-elect Obama (in a 65% GOP District) (<http://blog.texansforobama.com/showDiary.do?diaryId=142>).
- Travelled to Iowa to help campaign for Caucus (<http://www.youtube.com/watch?v=BjYn0AKoEok>).
- Federal limit contributor.
- Obama National Latino Leadership Team member.
- Introduced President-elect Obama at campaign events in Austin, San Antonio and Corpus Christi, TX.
- Harvard Law School classmate of President-elect Obama.

(b)(6)



**JACQUELINE GARRICK, LCSW, BCETS**

(b)(6)  
[Redacted]

**Summary of Qualifications:**

A senior policy analyst with experience as an advocate and strategic planner who has supervised and managed multiple projects. A clinical social worker background with military service, Congressional experience, and international recognition for publications and presentations. Extensive experience and expertise in:

- Veterans' Benefits Outreach
- Healthcare Oversight
- Policy Development
- Program Evaluation

**Education & Training:**

The Johns Hopkins University School of Public Health, Washington, DC  
 Temple University, Philadelphia, PA, *Master of Social Work Degree (MSW)*  
 (Interned at the VA Medical Center, Carlisleville, PA)  
 Temple University, Philadelphia, PA, *Bachelor of Social Work Degree (BSW)*  
 Nassau Community College, Garden City, NY, *Associate of Arts Degree (AA)*

Presented at and attended numerous professional development conferences on trauma treatment and other mental health issues, as well as on leadership, strategic planning, performance monitoring, customer satisfaction, writing, and public relations seminars in the United States, Europe, and the Middle East.

**Work Experience:**

**House Committee on Veterans' Affairs, Washington, DC** 2007-Current  
*Professional Staff Member, Disability Assistance & Memorial Affairs Subcommittee*  
 Arrange hearings and site visits; analyze policy, screen witnesses, and write statements. Investigate veterans' disability issues and draft bill language. Assist in casework.

**Veterans' Disability Benefits Commission, Washington, DC** 2005-2007  
*Senior Policy Analyst*  
 Conducted policy analysis regarding veterans' disability benefits, quality of life, and military transition. Authored reports, papers, Congressional testimony, and provided presentations. Created final report outline and text. Arranged and prepared Commission meetings, and site visits. Supervised four research assistants and three interns.

**FAR Group & Resilient Press, Silver Spring, MD** 2002-2005  
*President, Consultant, Publisher*  
 Provided supportive services to government, private, and non-profit organizations in areas of health and welfare, public affairs, policy analysis, legislative initiatives, strategic planning, communications, event coordination, program evaluation, networking, outreach, fundraising, and training. Published two health-related books, one on trauma treatment, and the other on weight loss.

Jacqueline Garrick

(b)(6)  
[Redacted]

**Health Net Federal Services, Arlington, VA**

**2004-2006**

*Clinical Director*

Organized mental health programs and outreach for Defense Department. Managed programs and dozens of consultants working internationally. Provided guidance and oversight of policy development, quality assurance, outreach, networking, and training. Screened clinicians for placement in monthly assignments overseas.

**The American Legion, Washington, DC**

**1996-2002**

*Deputy Director, Health Care*

Oversee healthcare policy issues as the organization's spokesperson. Provided reports, documentation, policy review, analysis, and testimony for the membership, VA, and Congress. Supervised a team of VA hospital evaluators and a Persian Gulf Task Force. Developed strategic plans and annual budget. Assisted disabled veterans with various health, welfare, and benefits concerns. Consulted for several VA Committees. Field Instructor for Howard University students.

**US Army, Walter Reed Army Medical Center, Washington, DC**

**1992-1995**

*Social Work Officer (Captain) Chief, Trauma Psychiatry, Assistant Chief, Medical/Surgical Branch*

Provided psychosocial assessments for inpatients and Gulf War veterans. Facilitated psychotherapy and discharge planning. Assisted transitioning soldiers with housing, PTSD, employment, and aftercare. Participated in casualty drills. Conducted peer review chart audits for quality improvement. Supervised 1 social worker (GS12), 2 soldiers, and MSW/BSW students. Managed continuing education program for 30 social workers and oversaw unit budget.

**Vietnam Seminars and Consulting, Coram, NY**

**1991-1992**

*Writer, Lecturer*

Wrote and produced a 12-step manual, "A Self-Help Program for Afghanistan War Veterans." Raised funds for the project. Coordinated and led lecture series based on the manual in the former Soviet Union cities of St. Petersburg, Moscow, and Kiev.

**Vietnam Veterans Resource Center, Hicksville, NY**

**1986-1990**

*Program Director*

Administered grants and budget obtained from New York State. Conducted quarterly reviews for quality assurance. Supervised clinical interventions and assigned cases. Field supervisor for two universities. Provided psychotherapy to Vietnam veterans and their families. Directed an incarcerated veterans' program. Presented forensic testimony. Assisted veterans in obtaining employment, housing, education, medical care, and VA benefits. Conducted community outreach and educational initiatives.

**Professional Certifications and Affiliations:**

*Licensed Certified Social Worker (Clinical) (LCSW-C), Association of Social Work Boards*

*\*Board Certified Expert in Traumatic Stress (BCEITS), American Academy of Experts in Traumatic Stress*

*\*Academy of Certified Social Workers (ACSW), National Association of Social Workers*

Jacqueline Garrick (b)(6)

**DANIEL M. GERSTEIN, PhD**

(b)(6)

**Summary of Qualifications**

National security leader with demonstrated excellence in leading and managing in complex and often ambiguous international situations. Expert in foreign affairs, defense and security issues. Dedicated professional with superior interpersonal and communications skills. Served on senior staffs providing strategic policy analysis and conducting strategic planning to the senior civilian and military leadership. Positions held have required seasoned judgment and analytical capability. Regularly interfaced with civilian and military leaders within Department of State, Department of Defense, Intelligence Community (IC), Intergovernmental, Congress, and industry. Published author. (b)(6)

**Areas of Expertise**

International Relations	National Security	Command & Control
WMD & EndoDefense	Programming & Budgeting	Science & Technology

**Current Positions**

**Vice President for Strategic Security Integration, MPMI, a Division of L-3 (2006-Present)**

- Leads an organization that provides support to customers at the federal, state and local levels as well as homeland security offerings to international customers including Command and Control, Critical Infrastructure Protection (CIP) and Weapons of Mass Destruction (WMD) preparedness and response.
- Work recognized by the senior leadership of L-3 Corporation – a \$15B contractor – as revolutionary combining science, technology, engineering and concept of the operations (CONOPS) into a single system.

**Adjunct Professor, American University, Washington, DC (2009-Present)**

- Professor in the School of International Service (SIS)
- Will teach course titled "Diplomacy in the 21<sup>st</sup> Century" in Spring 2010 Semester

**Professional Experience (Selected)**

**Chief of Staff (2005-2006)**

- Provided strategic insights, policy analysis, analytical assessments and change management input to the Under Secretary of the Army (USA). Managed operations of the Office of the USA
- Assisted in the development of several key efforts including Hurricane Katrina support, Base Realignment and Closure (BRAC) prep briefs, and the Army's revised recruiting strategy

**Fellow, Council on Foreign Relations (CFR) (2004-2005)**

- Selected as a military fellow to serve at the Council on Foreign Relations in New York
- Served as a member of the North American Task Force which examined ways to enhance American competitiveness as well as shared security concerns

**Director, Secretary and Chief of Staff of the Army's Staff Group (2003-2004)**

- Led a staff group that provided strategic policy input to the Army's senior leadership
- Responsible for developing such positions as the requirement to increase Army end strength and acquisition decisions on major weapons systems

**Brigade Commander, Network Enterprise Command (NETCOM), U.S. Army (2001-2003)**

- Led a 1,600 person organization with responsibility for providing communications and information technology support to U.S. government entities and military forces in Latin America and Caribbean
- Established a new Theater Network Operations and Security Center (TNOSEC) for cyber security
- Supported consequence management activities for Non-Atomic Command (NOR ATCOM)
- Served as the Chief Information Officer (CIO) for a major Army Command

#### **Director, Army Transformation Office (2000-2001)**

- Served as the Chief of Staff of the Army's director for the Army's Transformation Program
- Developed policy guidance for restructuring Army programs to respond to transformation imperatives
- Regularly consulted with senior defense leaders, Congress, industry leaders and the Joint community

#### **Team Chief, Program Analysis and Evaluation (1999-2000)**

- Principal point of entry to the Army program for all Major Commands and Combatant Commanders
- Conducted fiscal analysis of the commands' capability gaps and briefed the senior DOD leadership

#### **Battalion Commander, 1<sup>st</sup> Armored Division, U.S. Army (1996-1998)**

- Led a 500 person element that provided communications and information technology support to the 21,000-person deployed U.S. and multi-national task force in Germany, Bosnia, Croatia and Hungary
- Served as the Chief Information Officer (CIO) for a major Army Command

#### **Special Assistant to the Director, Strategic Plans and Policy, Joint Staff (1994-1996)**

- Served simultaneously as speechwriter, policy analyst and executive officer for the lead strategy and policy principal supporting the Chairman of the Joint Chiefs of Staff (CJCS)
- Served on the Holbrooke Delegation which negotiated the peace settlement in Bosnia
- Regularly briefed with President Aristide and interagency officials concerning operations in Haiti
- Assisted in drafting the 1996 National Military Strategy; co-wrote initial Joint Vision 2010

#### **Conventional Arms Control Analyst (1988-1990)**

- Developed and assessed U.S. Army, DOD and national level arms control proposals for the Conventional Armed Forces in Europe (CFE) negotiations
- Provided briefings to allied decisionmakers and analysts on the U.S. negotiating positions

#### **Operations Research Analyst, Center for Army Analysis (1986-1988)**

- Conducted analysis of strategic issues including the deployment of forces, combat operations, WMD effects and arms control proposals for Army and Department of Defense leadership
- Selected as the Analyst of the Year out of 250 analysts at the center

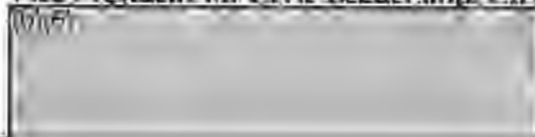
#### **Other Accomplishments**

- Doctor of Philosophy in Biodefense
- Senior executive in a major defense contractor company
- Retired U.S. Army officer and combat veteran. Also served in peacekeeping, humanitarian and homeland security operations -- numerous military awards for valor and service including the U.S. Army's Soldier's Medal and Government of Colombia's San Miguel Military Achievement Medal
- Served on the Holbrooke Delegation that negotiated the peace settlement in the Balkans -- awarded the Department of State's Distinguished Service Award
- Member, Homeland Security Task Force, U.S. Chamber of Commerce (2008-2010)
- Member of the leadership team of the Project on National Security Reform (PNSR) which developed recommendations for a new National Security Act of 2009 (2008-2009)
- Selected as the Army's Military Fellow, Council on Foreign Relations (2004-2005)
- Served on the Secretary of the Army's Transition Team (December 2004-June 2005)
- Participant in the Massachusetts Institute of Technology (MIT) Seminar XXI program (1994-1995)
- Numerous publications including *Securing America's Future: National Strategy in the Information Age* (Praeger, 2005), *Leading at the Speed of Light* (Potomac Books, 2006), *Assignment Pentagon* (Potomac Books, 2007) and *Bioterror in the 21<sup>st</sup> Century* (Expected September 2009 by Naval Institute Press)
- Membership in the Council on Foreign Relations (CFR), Armed Forces Communications-Electronics Association (AFCEA), and Association of the United States Army (AUSA),

#### **Education**

**George Mason University**, Doctor of Philosophy (PhD)  
**National Defense University**, Master of Science in National Security & Strategic Studies (MSNSS)  
**Command & General Staff College**, Master of Military Arts & Sciences (MMAS)  
**Georgia Institute of Technology**, Master of Science in Operations Research (MSOR)  
**United States Military Academy**, Bachelor of Science (BS) in Engineering

**ROBERT L. GURDON III**  
**Senior Vice President for Civic Leadership, City Year**



**PROFESSIONAL**

**Senior Vice President for Civic Leadership**  
City Year, Boston, Massachusetts

2006 - present

Oversees five departments in City Year, Inc., to include Recruitment, Program and Service, Research and Evaluation, Human Resources, and Alumni Affairs. Oversees the recruitment, selection, education, systematic learning, and training of 1,500 City Year Corps members and over 11,000 alumni. Assists in developing and executing national brand effort, advancing national service policy, fundraising, building an international service community, and relationship management with City Year champions and funders.

**Academy Professor and Director of American Politics**  
United States Military Academy, West Point, New York

1997 - 2008

Head of the American Politics Division in the Department of Social Sciences. Led, developed, and mentored advanced instructors and professors who course directed and taught over 1,000 cadets in 15 elective courses on political science, public policy, and homeland security. Oversew the Department's personnel program in modernizing, selecting and managing military and civilian personnel. Innovatively developed the concept and oversaw the creation of an enterprise online personnel selection and tracking system that was adopted Academy wide. Led and assisted on committee work, including the Admissions Committee, and the Library Committee to build a new library. Taught public policy making and the advanced course on American Politics.

**Co-Founder and Executive Director, Service America**  
United States Military Academy, West Point, New York

1996 - 2003

Led a privately funded service program with an objective of addressing inner city needs in communities in Washington State and Illinois. The program brought cadets and civilian service participants together in seven cities to provide thousands of hours of service focused on literacy, tutoring, and building low income housing.

**Center for Public Management Fellow, Brookings Institution**  
Princeton University, Princeton, New Jersey

1996 - 1997

Presented seminars, sessions, and furthered research on reforming national service through reinvigorating government.

**White House Fellow**

1992 - 1993

The White House and the Department of Veterans Affairs, Washington, D.C.

*White House Director of Special Operations, Office of National Service, The White House*  
One of the founding staff members of the AmeriCorps program. Supervised the launching of the President's Summer of Service Program, responsible for assisting in the concept development of the National Civilian Community Corps (NCCC), a multimillion dollar residential service program operating in five sites across the United States.

*Special Assistant to the Secretary of Veterans Affairs*

Reported directly to the Secretary of Veterans Affairs, oversaw one of the Department's quality assurance programs.

**Assistant Professor and Executive Officer**

1989 - 1992

United States Military Academy, West Point, New York

Course directed and taught the Advanced Course on American Politics. As executive officer of the Department, managed the day-to-day operations of a 5<sup>th</sup> position academic department with four divisions.

**U.S. Army Artillery Officer**

1979 - 1995

Division Artillery Operations Officer

1994 - 1995

**4<sup>th</sup> Infantry Division Mechanized, Fort Carson, Colorado**

Devised, planned, and executed the training of a mechanized infantry division artillery organization consisting of over 1,000 soldiers. Improved and expanded operations; refined operational support to field, crisis and operations missions. Coordinated artillery staff sections to improve wartime and contingency plans. Networked with foreign, Department of Defense, and other government officials to improve conduct and assessment of training.

Artillery Command and Staff, Bamberg, Germany and Fort Carson, CO 1982 - 1986

Led, planned and conducted the operations of forward deployed 125-person artillery company; oversaw materiel readiness, troop and family welfare, and supply security. Led the management and maintenance of \$11 million worth of equipment. Unit received the very highest rating on inspections and preparedness.

Aide to General Colin L. Powell, Fort Carson, Colorado 1981 - 1982

Oversaw office management and administration for the Assistant Division Commander for operations and training, 4<sup>th</sup> Infantry Division Mechanized, Fort Carson, Colorado.

**EDUCATION**

**Princeton University, Woodrow Wilson School of Public and International Affairs**

Master of Public Affairs degree (MPA) in public policy, with concentrations in domestic and international policy

**U.S. Military Academy, West Point**

Bachelor of Science (BS) degree with concentrations in national security and public policy

**PROFESSIONAL AND NOTABLE ACTIVITIES**

Board Member, SeaChange Capital, and head of the Finance Committee - 2008 - present

Board Member, French American Foundation, 2007 - present

Board Member, Be the Change, and member of the Finance Committee 2007 - present

Practitioner in Residence, Princeton University, 2007 - 2008

Member, The Partnership, 2006 - present

Recipient, Edward P. Bullard Distinguished Alumnus Award, Princeton University 2006

National Board of Trustees, City Year 2004 - 2006

Advisory Board Member, US Spinal Association 2004 - 2006

Advisory Board Member, Girls Action Network 2003 - present

Member, Grants Management Task Force, Corporation for National Service 2003

Creator, Web Enabled Selection and Tracking System (W.E.S.T.) 2003

President, West Point-Highland Falls Rotary 2002

Winner, Distinguished Presidential Citation, Rotary International 2002

Member, West Point Admissions Committee 2002 - present

Subcommittee Chairperson, West Point Library Committee 2001 - present

National War College Fellow 2000

Distinguished Judge, President of the United States Service Awards 1998

Citizen's Delegation Member, Italian National Service Reform, Italy 1997

Advisory Board Member, Presidio Leadership Center 1996

Mentor, Executive Directors, Presidio Leadership Center 1995

Featured Speaker on service and leadership, 1997 - present

Young Leader, French American Foundation 1994 - present

Winner, White House Fellowship 1993

**PERSONAL**

Graduate of the National War College in Washington, D.C; and the Command and General Staff School at Fort Leavenworth, KS. Featured speaker on leadership and service (b)(6)

(b)(6)



## Andre J. Gudger

Mr. Gudger has an 18 year distinguished career serving the global finance and national intelligence industries. At the age of 12, Mr. Gudger was a recognized mathematical and computer science prodigy by his peers and educators as he developed advance software applications and complex algorithms. Mr. Gudger is currently serving as the Chairman and CEO of Solvern Innovations, Maryland BRAC Small & Minority Business Advisory Board member, and University of Maryland Baltimore County Advisory Panel Board member for our Engineering Management.

In 2003, Mr. Gudger formed Solvern Innovations, a corporate entity that would provide high-end solutions to its customers through unique research and sponsored product innovation. This new start-up corporate entity quickly signed agreements with University of Maryland College Park, Human Computer Interaction Lab to provide software development and commercialization practices to data visualization and executive dashboard technologies. Mr. Gudger is no stranger to producing innovative solutions. His business acumen and technological offerings have consistently enabled his clients to improve their return on investment by reducing costs, and improving economies of scale while maintaining a competitive edge in their respective market segments. Solvern innovations now has several top researchers serving on its technology board of advisors. Additionally, Mr. Gudger is serving as program director for the National Security Agency National Cryptologic School, center for Business Management and Acquisition and a architect of the Cyber Exploitation training and Computer Network Operations development program.

Prior to 2003, Mr. Gudger worked as a financial advisor with Union Bank of Switzerland; the largest private bank in the world. Mr. Gudger graduated as one of the top trainees in his class and served as partner to the UBS Financial Services branch manager. Mr. Gudger currently serves as the Chief Investment Officer of Solvern Capital which have a 5 year return of more than 134%.

Mr. Gudger has received several awards to include the Inc. 500 Magazine has ranked Solvern Innovations #52 in the nation for fastest growing companies, #5 in government services, and #1 in Baltimore during 2008. Smart CEO magazine has awarded Mr. Gudger with the Smart CEO Future 50 CEO award for 2008. Mr. Gudger has received dozens of accolades and award recognitions throughout the country. He has been invited to give keynote speeches for the AT&T Alliance of Black Telecommunication Employees, Verizon Cite organization, Bell South's BNAT organization. He is currently serving on the boards of several foundations and non-profit organizations including: University of Maryland Baltimore County Presidents Advisory Council, Technology Development Corporation of Maryland HBCU/MI advisory board, Baltimore Choral Arts Society, Choralis, Paul Anthony Dillard Foundation (Howard University Divinity School), University of Maryland Baltimore County Alumni and Systems Engineering Boards, and University of North Carolina Center for Entrepreneurship.

Mr. Gudger recently completed a global MBA studying at top 5 Universities in their respective region of the world to include (China, Brazil, Mexico, Rotterdam, North Carolina), to include a residency in Poland. In addition, Mr. Gudger has been a guest lecturer at the New Jersey Institute of Technology and Princeton University-Dubois Scholars Institute.

Mr. Gudger's background in finance, national intelligence, and his Masters in Business Administration has allowed him to be a champion of educational opportunities and entrepreneurship. By the age of 28 Mr. Gudger had attended more than 7 colleges and universities and earned the respect of many educators throughout the world.

**DR. JOHN R. HARVEY**



**EDUCATION**

UNIVERSITY OF ROCHESTER, Rochester, NY  
MS, Ph.D in experimental elementary particle physics  
Thesis: "Radiative Decays of Vector Mesons"

RUTGERS UNIVERSITY, New Brunswick, NJ  
BA in Physics with Departmental Distinction

**POSITIONS HELD**

2001-present

*Director, Policy Planning Staff*  
National Nuclear Security Administration  
Department of Energy

1995-2001

*Deputy Assistant Secretary of Defense for Nuclear Force  
and Missile Defense Policy*  
Department of Defense

1989-1995

*Director, Science Program*  
Center for International Security and Arms Control  
Stanford University

1988-1989

*Deputy Program Leader, START and INF Verification*  
Lawrence Livermore National Laboratory

1985-1988

*Project Manager, Advanced Strategic Missile Systems*  
Lawrence Livermore National Laboratory

1982-1985

*Staff Assistant for Strategic Assessments*  
Strategic Arms Control Policy Office  
Office of the Secretary of Defense, Washington, DC

(Fall 1984/Spring 1985)

*OSD Representative to the U.S.-USSR Striding  
Consultative Commission, Geneva*

June-August 1983

*Technical Advisor, U.S. START Delegation, Geneva*

1978-1982

*Staff Physicist, Special Projects Program (Z-Division)*  
Lawrence Livermore National Laboratory



**AWARDS**

*Secretary of Defense Medal for Outstanding Public Service  
(awarded Sept. 1985, Jan. 1997 and Jan. 2001)*

(FIVE)

**ADVISORY PANELS**

*Member, Strategic Command Scientific Advisory Group (1995-2001)*

*Member, NATO Science Committee Advisory Panel on Dismantment Technologies  
(1993-1999).*

*Member, Defense Special Weapons Agency Oversight Board (1995-98)*

*Member, Senior Advisory Group on Theater Missile Defense, Institute of Foreign Policy  
Analysis, Cambridge, MA, (1990).*

*Member, National Academy of Science-Russian Academy of Science joint working  
group on dual-use technologies and export administration. (1992-93).*

**WORK EXPERIENCE**

*Director, Policy Planning Staff, National Nuclear Security Administration (2003-present)*

*I advise the NNSA Administrator, first Gen. John Gordon, then Amb. Linton Brooks and now Tom D'Agostino, on major policy and program decisions involving nuclear weapons and nuclear threat reduction. Among other things, I am responsible for analysis of program and policy options relating to NSC-directed policy reviews, the work of the Nuclear Weapons Council, external advisory boards, and interagency working groups. Of note, I have been "lead" for NNSA on the President's NSPD-4 Strategic Review, the Nuclear Posture Review and its implementation, the interagency working group that drafted a new Presidential Directive (NSPD-28) on the command and control of U.S. nuclear forces, and the analysis done to support the President's 2004 decision to reduce significantly the size of the U.S. nuclear weapons stockpile. In addition, I have led several "tiger team" efforts that cut across NNSA programmatic boundaries including Department of Energy-wide efforts to facilitate more productive engagement with the IAEA, to determine the disposition path for 200 metric tons of highly-enriched uranium made available from anticipated future warhead dismantlements and to address the problem of attributing nuclear terrorist threats.*

*Deputy Assistant Secretary of Defense (Nuclear Forces and Missile Defense Policy) (1995-2001)*

*I ran the Department of Defense organization that oversees all aspects of U.S. policies governing U.S. strategic and theater nuclear forces. This effort included development of U.S. nuclear weapons employment policy, oversight of the SIOP, interactions with allies on nuclear weapons matters including serving on the NATO High Level Group, and direct participation in the programming and budgeting process for U.S. nuclear forces and systems for their command and control. I also served as the Secretary of Defense's*

principle advisor and point of contact with the Interagency and Congress on the Comprehensive Test Ban Treaty including the Senate ratification debate in October 1999. I developed and oversaw U.S. policies on national and theater missile defense, provided direction to system developers and users, and led U.S. efforts to provide shared early warning of ballistic missile attack to allies, friends and partners. Finally, I led the U.S. team negotiating with the Russian Federation to establish a jointly-manned ballistic missile early warning center; an agreement was reached in 2000 that was signed by both Presidents.

*Director, Science Program, Stanford University CISAC (1989-1995)*

As Director of the Science Program, I worked closely with CISAC Center Co-directors William Perry, Michael May and David Holloway in managing a broad technical research program involving both individual and collaborative work in national and international security studies. My research and writing focused on the following areas of U.S. security policy: the proliferation of weapons of mass destruction and advanced delivery systems to the developing world; safety and security of U.S. nuclear weapons systems; the potential for U.S.-Russian cooperation on missile launch detection, early warning and ballistic missile defense; advanced conventional weapons systems and their implications for regional security; the role in national security policy of export controls on weapons systems and dual-use, high-technology items; and U.S. defense restructuring. I lectured on these and related national security issues in the academic program at Stanford. In addition, I served on the NATO Science Committee's Advisory Panel on Disarmament Technologies which funds cooperative research in demilitarization and defense conversion between scientists and engineers in NATO countries and their colleagues in the states of the former Warsaw Pact.

*Deputy Program Leader for START and INF Verification, LLNL (1988-1989)*

My principle responsibility was to bring technical and policy analysis to bear in resolving key areas of contention in the START negotiations, both within the U.S. government and between the U.S. and the Soviet Union. My main focus was the problem of monitoring and verifying potential START limits on mobile systems, specifically sea-launched cruise missiles and mobile ICBMs. I worked closely with the research teams at Livermore developing new verification technologies (e.g. tags, seals, radiation detection and imaging devices) and assisted in providing guidance and direction to their efforts. In addition, I carried out research on survivable ICBM basing that included a technical assessment of the Carry Hard concept.

*Project Manager for Advanced Strategic Missile Systems, LLNL (1985-1988)*

I was principle LLNL point-of-contact for the military services, government agencies and contractors for all matters concerning nuclear weapons concepts for advanced ICBM and SLBM systems. I represented Livermore in the joint DoD/DOE weapons system concept and feasibility studies which determined requirements for nuclear warhead effectiveness, safety and security, compatibility with delivery systems, and use of special nuclear materials. Among other things, I:

- Led the LLNL project team that, in competition with Los Alamos, generated several nuclear warhead options for Small ICBM and assisted the Air Force in evaluating them. In November 1986, as a direct result of this effort, DOE assigned the Small ICBM warhead development program to Livermore.
- Coordinated Livermore's analytical efforts in two joint DoD/DOE nuclear weapons concept studies. One study addressed the potential utility of earth-penetrating warheads for targeting deep underground facilities. The other, in response to a directive from the President, examined two specific approaches for holding at risk Soviet strategic relocatable weapons systems.
- Served as project leader for studies addressing: the feasibility, cost effectiveness and military utility of MIRVing Small ICBM, and a safety issue associated with the Trident D-5 SLBM system.
- Assisted the panel commissioned by Larry Woodruff (DUSD(S&TNF)) and chaired by Gen. John Toomay, which examined the technical feasibility and maturity of survivable basing options for the Peacekeeper ICBM.

*Staff Assistant for Strategic Assessments, Office of the Secretary of Defense, Strategic Arms Control Policy (1982-1985)*

I was assigned, on loan from LLNL, to the Strategic Arms Control Policy Office in OSD where I examined technical and policy issues in support of START, both in the interagency deliberations in Washington and in the negotiations with the Soviets in Geneva. I drafted NSC decision papers on a number of issues including the potential utility of RV weight limits in START, telemetry encryption, ballistic missile "new types" limits, and the problem of mobile ICBM verification. In Summer 1983, I served with the U.S. START Delegation in Geneva as a technical advisor to the Secretary of Defense's Representative to the delegation. In addition, I developed options for raising U.S. concerns about Soviet treaty non-compliance in the U.S.-USSR Standing Consultative Commission (SCC). I helped develop the U.S. position and negotiating strategy on such issues as Soviet telemetry encryption, the SS-25 as a SALT II prohibited "new type" ICBM, the Krasnoyarsk radar and mobile ABM radars. Further, I was the OSD rep to the Fall 1984 and Spring 1985 sessions of the SCC in Geneva. There, I advised the U.S. Commissioner and assisted in developing negotiating tactics for raising compliance concerns with the Soviets, drafting statements for delivery at formal plenary sessions, engaging the Soviets in discussions about specific compliance concerns and mechanisms for their remedy, and preparing reporting cables to Washington summarizing the biweekly meetings. I led efforts to develop and organize the technical arguments responding to Soviet inquiries about specific U.S. treaty-related activities, including ABM systems testing, deployment of early warning radars, and ICBM dismantlement. Finally, I was a major contributor to the 1984 and 1985 Reports of the President to Congress on Soviet Noncompliance with Arms Control Agreements. In September 1985, at the conclusion of my tour in OSD, I was awarded the Secretary of Defense Medal for Outstanding Public Service.

*Staff Physicist, Z-Division, LLNL (1978-1982)*

I conducted intelligence assessments of the Soviet Union's nuclear weapons research, development, and production complex, and analyzed the nuclear weapon's radiation threat to U.S. military space systems. This work utilized all-source compartmented intelligence information. I published on several topics of interest to the intelligence and policy community including: (1) advanced Soviet nuclear weapons technologies such as capabilities for enhanced radiation warheads, (2) the nuclear ASAT threat, and (3) the Soviet nuclear weapons production complex.

*Ph.D. Thesis Research, (1972-1977)*

My Ph.D thesis research was in experimental elementary particle physics and was conducted as a member of the University of Rochester group working at the 10 GEV electron accelerator at Cornell University. Specifically, we made the first measurement of the radiative decay rates of certain neutral vector mesons. I participated in the design, construction, testing and calibration of a large experimental apparatus for measuring the energies and momenta of photons resulting from vector meson decays. In addition, I studied the efficiency and resolution of this apparatus using Monte Carlo computer simulation techniques and applied these results to the overall analysis of the experimental data.

**REFERENCES**

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**SELECTED PUBLICATIONS (A full publications list is available on request)**

1. John R. Harvey, "Nonproliferation's New Soldier," *Bulletin of the Atomic Scientists*, July/August 2007, pp. 32-33.
2. John R. Harvey, "U.S. Nuclear Weapon Programmes: Implications for Non-Proliferation," in Joseph F. Pilat, David S. Yost, eds., *NATO and the Future of the Nuclear Non-Proliferation Treaty*, (NATO Defense College, Rome, May 2007).
3. John R. Harvey, Cameron Binkley, Adam Block, and Rick Burke, "A Common Sense Approach to High-Technology Export Controls," A Report of the Stanford Center for International Security and Arms Control, March 1995.
4. John R. Harvey and Stefan Michalowski, "Nuclear Weapons Safety: The Case of Trident," *Science & Global Security*, Vol. 4, No. 3, (1994), pp. 261-337.
5. John R. Harvey, "Force Modernization in the Developing World: Ballistic Missiles Versus Strike Aircraft," *AAAS 1993 Science and International Security Anthology*, E. Kirk, T. Wander, and B. Smith, eds., American Association for the Advancement of Science, Washington, (1993), pp. 345-368.
6. Cameron Binkley and John R. Harvey "Export Controls on Dual-Use, High Technology: Implications for National/Economic Security," A Working Paper of the Center for International Security and Arms Control, December 1993.
7. John R. Harvey, "A New Regime for Nuclear Weapons and Materials: A Critique," Presented to the Future of Foreign Nuclear Materials Symposium, Naval Postgraduate School, Monterey, December 8, 1993.
8. John R. Harvey and Stefan Michalowski, "Nuclear Weapons Safety and Trident: Issues and Choices," A Report of the Stanford Center for International Security and Arms Control, August 1993.
9. Michael Elleman and John R. Harvey, "Chapter 3: The Proliferation of Ballistic Missiles: What is the Threat?," in *Proliferation and Arms Control*, Kathleen Bailey, ed., National Institute for Public Policy, 1993.
10. John R. Harvey, "Regional Ballistic Missiles and Advanced Strike Aircraft: Comparing Military Effectiveness," *International Security*, Fall 1992 (Vol. 17, No. 2), p. 41.
11. John R. Harvey, "U.S.-C.I.S. Cooperation in Ballistic Missile Launch Detection and Early Warning—A Summary of a Meeting Held at Stanford University (8-9 May 1992)," Stanford Center for International Security and Arms Control, May 1992.

12. John R. Harvey and Uzi Rubin, "Controlling Ballistic Missiles: How Important? How to Do It?," *Arms Control Today*, March 1992, p. 13.
13. John Harvey, "SLCM Limits and Verification: Problems and Prospects," in *Verification: The Key to Arms Control in the 1990s*, John G. Tower, James Brown and William K. Cheek, eds., Brassey's (U.S.), Inc., 1992.
14. "Assessing Ballistic Missile Proliferation and Its Control," A Report of the Stanford Center for International Security and Arms Control, November 1991, John Harvey and Uzi Rubin, co-chairs.
15. John R. Harvey and Mark Warmerdam, "Verification of Mobile ICBM Inventories Under START," Lawrence Livermore National Laboratory, UCRL-53938 (April 1990), SECRET.
16. John R. Harvey, Allan Schaffer, Roger Speed, and Anthony Todaro, "Carry Hard ICBM Basing—A Technical Assessment", Lawrence Livermore National Laboratory, UCID-21840 (November 1989).
17. John R. Harvey, Roger Speed, Allan Schaffer and Anthony Todaro, "Carry Hard ICBM Basing—A White Paper (Executive Summary)," Lawrence Livermore National Laboratory, (April 1989).
18. Barry E. Fridling and John R. Harvey, "On the Wrong Track? An Assessment of MX Rail Garrison Basing," *International Security*, Winter 1988/1989, (Vol. 13, No. 3), p. 113.
19. John R. Harvey and Sally Ride (co-chairs), "Potential Verification Provisions for Long-Range, Nuclear-Armed Sea Launched Cruise Missiles," A Report of Workshops held from January 16 through June 2, 1988, at the Center for International Security and Arms Control, Stanford University, and the Lawrence Livermore National Laboratory, (July 1988).
20. Michael May and John R. Harvey, "Nuclear Operations and Arms Control," in Ashton B. Carter, John D. Steinbruner, and Charles D. Zraket, eds., *Managing Nuclear Operations*, (Washington, D.C., Brookings, 1987).

11/07

KATHLEEN H. HICKS

(b)(7)(D)

## PROFESSIONAL BACKGROUND

### **Senior Fellow, Center for Strategic and International Studies, August 2006-Present**

- Directs and publishes analysis in the fields of defense policy and national security strategy. Recent projects include the following: Investigating Defense Governance; the Future of US Civil Affairs Forces; Global Health and National Security; the CSIS Task Force on Non-Traditional Security Assistance; and the Project on National Security Reform.
- Lectures and participates in national security classes, workshops, seminars, and task forces at the request of the US Government, think tanks, and universities.
- Provides timely, non-partisan analysis to print, radio, and television media outlets on national security issues, particularly with respect to the use of military forces, interagency reform, and Department of Defense management.

### **Director for Strategy, Office of the Under Secretary of Defense for Policy, May 2005-Aug 2006; Career SES**

- Developed, planned, and oversaw a broad range of long-term defense policy planning efforts, including those related to security cooperation, global defense posture, and national and defense strategy development.
- Directly advised the Principal Deputy Under Secretary of Defense and Under Secretary of Defense for Policy on strategy and policy planning issues.
- Briefed senior US government officials, foreign counterparts, and congressional staff on Strategy/Policy Planning Office products and Department of Defense policy and strategy directions.
- Managed day-to-day operations and performance assessment of 16-member office, including military, civilian, and contract personnel.

### **Chief of Staff, QDR Roles, Missions and Organizations Integrated Process Team, June 2005-February 2006; Career SES**

- Directed all QDR efforts relating to roles and missions issues, including oversight and integration of senior working groups relating to homeland defense, execution of the Global War on Terrorism, combating weapons of mass destruction, strategic communication, DoD headquarters reforms, and building partnership capacity.
- Advised the Deputy Secretary of Defense, through regularized briefings, on recommended innovations to improve DoD headquarters and enterprise structures and processes.
- Participated in senior leadership decision fora on QDR issues, authored and edited major sections of the 2005 QDR Report, and developed the QDR Roadmap for Building Partnership Capacity.
- Managed day-to-day operations of 4-member office, including military and civilian personnel.

**Director, Strategic Planning and Program Integration, Office of the Assistant Secretary of Defense for Homeland Defense, February 2004-April 2005; GS-15**

- Oversaw development of all strategy, planning guidance, and policy directives relating to the Department of Defense's (DoD) full range of homeland defense and civil support activities
- Principal architect and author of DoD's first Homeland Defense and Civil Support Strategy
- Coordinated DoD plans with national-level homeland security guidance and responsible for influencing national strategy in accordance with the Secretary of Defense's priorities
- Developed initiatives with international and interagency partners to share expertise on homeland defense and civil support issues, improving national and coalition capabilities for these missions
- Managed day-to-day operations and performance assessments of 10-member office including military, civilian, and contract personnel

**Deputy Director, Resources, Office of the Principal Deputy Under Secretary of Defense for Policy**

September 2001- February 2004; Salary: GS-15

- Directed legislative affairs for the Office of the Under Secretary of Defense for Policy, including oversight of the Under Secretariat's reports to Congress, questions for the record, and expert briefings to members and staff
- Oversaw the drafting, coordination, and overall management of the Secretary of Defense's Defense Planning Guidance
- Conceived and authored planning direction for DoD on a wide range of defense issues, including homeland defense, active and passive defense against weapons of mass destruction, and priorities for defense capabilities analysis
- Directly advised the Principal Deputy Under Secretary of Defense for Policy on all matters relating to capabilities-based planning and joint military requirements processes

**Office of the Secretary of Defense, Graduate Fellowship, September 1999- August 2001, GS-14**

- Completed all pre-dissertation work toward doctorate in Political Science at the Massachusetts Institute of Technology. Awarded level of distinction in doctoral qualification examinations.
- Thesis research focuses on the causes of civilian leaders' preference for military solutions to emerging national security issues.

**Assistant for Strategy Development, Office of the Assistant Secretary of Defense for Strategy and Threat Reduction, January 1995 – August 1999; GS-12-GS-14**

- Conducted DoD-wide examination of US force posture in Europe, including analysis of the security environment, regional defense strategy, and alternative US force postures
- Developed strategy and follow-on guidance for the 1997 Quadrennial Defense Review as well as for numerous Annual Defense Reports to the President and Congress, National Security Strategies, and internal DoD planning guidance documents
- Initiated the Office of the Secretary of Defense's first assessment of homeland defense roles and requirements



- Primary advisor to the Deputy Assistant Secretary of Defense for Strategy on issues relating to weapons of mass destruction and other asymmetric challenges
- Served as OSD staff liaison to the Hart-Rudman Commission on 21<sup>st</sup> Century Threats

**Presidential Management Intern, Office of the Secretary of Defense, December 1993  
December 1995; GS-9-GS-11**

- Undertook a series of six rotational assignments in the Office of the Secretary of Defense, Joint Staff, and Congressional Research Service to enhance understanding of DoD operations and related legislative issues
- Assignments included development and ongoing analysis of US nuclear policy, oversight of defense relations with the nations of West Africa, development of a cross-Service approach to military strike missions, and management of DoD input to the President's National Security Strategy.

### EDUCATION

Massachusetts Institute of Technology, Ph.D. Political Science, expected December 2009  
University of Maryland, Masters in Public Management, National Security Studies, May 1993  
Mount Holyoke College, A.B. *magna cum laude*, with Honors in History, May 1991

### HONORS AND AWARDS

Member, Council on Foreign Relations  
Former Career Member, Senior Executive Service  
Secretary of Defense Meritorious Civilian Service Medal, 2006  
Secretary of Defense Exceptional Civilian Service Medal, 1999 and 2004  
Massachusetts Institute of Technology, Department of Political Science Fellowship, 1999-2001  
University of Maryland, University Graduate Fellowship, 1991-1993  
Evelyn Church Wilber Prize, Excellence in US History, Mount Holyoke College, 1991  
Member, Phi Beta Kappa, inducted May 1991  
Member, Phi Alpha Theta (History), inducted May 1991

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## David A. Honey, PhD

Defense Sector General Manager & Senior Vice President  
Information Systems Laboratories

(b)(6)

### EDUCATION

- PhD, Solid State Science, Syracuse University, Syracuse, NY (1994)
- MS, Engineering Physics, Air Force Institute of Technology, Dayton, OH (1989)
- MS, Optical Science, University of Arizona, Tucson, AZ (1978)
- BS, Photographic Science, Rochester Institute of Technology, Roch., NY (1976)

### EMPLOYMENT EXPERIENCE

Air Force Scientific Advisory Board, (2008 – Present)

Serve as a member of a federal advisory committee that provides independent technical advice to senior U.S. Air Force leadership.

Defense Division General Manager, Sr. VP, Information Systems Laboratories, Vienna VA (2007 – Present)

Lead the largest sector within ISL and oversee five divisions that generate three-quarters of ISL's revenues. Report directly to the ISL CEO and serve as a member of the five-person Executive Management Group of the corporation. Responsible for all planning, project execution, business development and financial performance of the Defense Sector. Direct each of the sector's divisions in technology development efforts that span from research and development, systems engineering and integration to specialty manufacturing (which includes ISL-value added items in production of systems derived from research and development efforts).

Director, Strategic Technology Office, Defense Advanced Research Projects Agency, Arlington VA (2006 – 2007)

Selected by the DARPA Director to merge the Advanced Technology and Special Project Offices and form the Strategic Technology Office, creating DARPA's largest office. Led the development of technologies that enable US Forces to have theatre-wide and global impact and dominate the new strategic environment. Guided systems development in a wide range of operational environments to include undersea warfare, ground forces, tactical air operations, and space systems. Directed the office's annual \$25M venture investment activity. Oversaw the management and execution of over 70 major programs and execute an annual budget of \$550M. Competitively won new R&D funding that grew the office budget by \$200M in one year.

- My team demonstrated an integrated hardware-software solution that provides orders of magnitude acceleration of data transport across the Internet

- We finished transition of a “smart building” technology development project that enables buildings to protect themselves against chem-bio attacks
- My government-contractor team successfully demonstrated in the field an automated spectrum allocation technology that enabled us to secure follow-on funding for insertion of this product into our customer’s RF networks
- We successfully established two new alternative energy programs for US Forces, one in solar cells and the other in bio-fuels for military aircraft
- My team demonstrated the world’s first synthetic aperture imaging system using a laser (rather than radar) as the illuminator, substantially improving resolution
- Led my new team in developing several new partnerships for product development and transition with the Combatant Commanders and the Services
  - My team created and transitioned several new products through formal agreements with the Commander of Special Operations Command, some of which went directly into combat operations
  - We established eighteen new co-funded Memorandums of Agreement (MOA) with service partners for tech transfer
- Directed the development and field demonstration of the Department of Defense’s (DOD) first interoperable, mobile tactical network
  - Led a team of government program managers, contractors and customers in this \$80M project
  - We delivered an affordable solution (cheaper by greater than a factor of 4) for nearly 1 million legacy systems 2 years ahead of the competition

Director, Advanced Technology Office, Defense Advanced Research Projects Agency, Arlington VA (2002 – 2006)

Led an office of 20 program managers developing leap-ahead capabilities in networks, communications, network centric warfare applications, information assurance, sensor systems, maritime technology and systems for Special Forces. Guided the development of novel ideas in physics, chemistry, biology, materials science, information technology, radio and optical based networks that will revolutionize the operational capabilities of U.S. warfighters. Built and maintained business relationships with new and existing customers for the establishment of co-funded technology transfer agreements. Developed future-year funding requirements, managed execution through detailed technical and administrative program reviews and evaluations, established technical priorities and allocated funds accordingly. Recruited, trained and supervised a diverse team of technical program managers, business operations personnel, and administrative staff. Directed the office’s annual \$15M venture investment activity. Oversaw the management and execution of 35 major programs and grew the annual budget from \$200M to \$320M.

- Rallied my new office to develop and adopt better methods for creating and selling research programs, which led us to the number one position for new start projects
- Led a team of program managers to create and implement DARPA’s “Heterogeneous Networking” R&D strategy, which has now been adopted by senior DOD leadership
  - Expanded the narrowly focused physical layer program to encompass the development of new network management products and user applications

- Successfully conducted far reaching field demonstrations of leap-ahead tactical network capabilities that won customer buy-in and tech transfer
- Guided the development of a new set of DOD-focused information assurance products, giving US forces a decisive edge in Network Centric Warfare
- My team finalized the transition to the US Army of DOD's most ambitious and technologically advanced distributed collaboration software tool for tactical forces, a tool which was successfully combat tested and has now been adopted by the Services
- We refocused DARPA's maritime thrust to develop new products in support of littoral operations and convinced the Navy to then invest \$50M in our new program
- We collaborated with the Commander of Joint Forces Command (JFCOM) and his staff to initiate the Integrated Battle Command research program and transitioned products to the field.

Deputy Director, Microsystems Technology Office, Defense Advanced Research Projects Agency, Arlington VA (2000-2002)

Deputy Director of the DARPA component and sub-systems office in charge of developing novel approaches and applications for heterogeneous chip-scale integration. Directed the office's annual \$10M venture investment activity. Coordinated cross-office research projects and assisted the office director in execution of the \$300M annual office budget.

- Led the photonics technical area on behalf of the Office Director and assisted in identifying high payoff DOD investments in micro-electronics, photonics, and micro-electromechanical systems (MEMS).
- Created DARPA's "All Optical Internet" R&D strategy.
- Organized and led a team of program managers that built a systems driven investment strategy that was successfully used to identify and create new products for our customers.

Member of the Technical Staff (On loan to DARPA), Lincoln Laboratory, Massachusetts Institute of Technology, Arlington VA (1999-2000)

Served as a Program Manager in DARPA's Microsystems Technical Office. Responsible for development of photonics technologies for military systems. Manager of Steered Agile Beams, RF Lightwave Integrated Circuits, University Opto Centers programs. Started the Chip Scale WDM program. Initiated DOD's largest integrated optics chip-scale development program to enable replacement of bulky electronics modules with smaller, lighter, and more energy efficient photonic components. Managed \$145M in R&D programs.

- Led a \$60M co-funded government-contractor consortium that developed a commercially successful high-speed fiberoptic transceiver
  - Focused the four teams on developing components that allowed the goals of both commercial and military customers to be satisfied
  - Final product achieved strong demand in two unrelated markets - local area networks and military avionics 2 years ahead of the competition

Program Manager, Microsystems Technology Office, (Lt Col, United States Air Force (USAF)), Defense Advanced Research Projects Agency, Arlington VA (1997-2000)  
Responsible for development of photonics technologies for military systems. Created the Steered Agile Beams program. Program Manager of the Optical Micro Networks Program. Created a new R&D program to develop very compact components for rapidly and precisely steering laser beams across distances of at least 50km. Led a DOD-industry co-funded optical transceiver program which brought to market the first high speed vertical cavity laser module. Directed development of in-flight test pod for fiberoptic link components. Managed \$100M in programs.

Chief, Intelligence, Surveillance & Reconnaissance Branch, (Lt Col, USAF). Electronic Systems Center (USAF), Hanscom Air Force Base, Lexington MA (1994-1997)  
Responsible for technology development planning for Intelligence, Surveillance and Reconnaissance systems, and for coordinating R&D activities with other mission areas. Produced USAF's first-ever ISR Development Plan linking S&T with high priority operational user needs. Led a team of 15 military and civilian employees with an annual budget of \$3M.

Chief, Photonics Development, (Major, USAF), USAF Photonics Center, Rome Air Force Base, Rome NY (1992-1994)  
Responsible for photonics technology development planning for electro-optical systems development. Established optical interconnects research program. Trained research staff in nanofabrication techniques. Built from scratch a new laboratory experimental program to use optical interconnects to replace electrical connections in order to solve an anticipated data transport bottleneck in high performance computers in military weapons systems. Within two years the effort grew to include five fulltime in-house researchers and three outsourced R&D projects, with an annual budget of \$700K.

Photonics Technology Program Manager, (Capt, USAF), USAF Photonics Center, Rome Air Force Base, Rome NY (1990-1992)  
Responsible for photonics technology program and project execution. Designed, fabricated, and evaluated novel lasers, detectors, waveguides and components for high speed optical data transport. Managed an annual budget of \$200K.

US Air Force, Graduate Student (Air Force Institute of Technology (1988-1989)), FB-111A Pilot & Instructor Pilot (1984-1988), B-52D/H Pilot (1980-1984), Pilot Training (1979-1980), Officer Training School (1978-1979)

Technical Society Memberships:

Optical Society of America, IEEE and SPIE

## RESUME

Ambassador (Ret.) Vicki J. Huddleston



### PROFESSIONAL EXPERIENCE

Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036

Visiting Fellow. Co-leader of the "US Policy Toward a Cuban Transition" project

- Responsible for carrying out the Cuba project that is designed to provide recommendations for USG policy makers on approaches that would most effectively promote a democratic, economic viable, and stable Cuba. I am assisted by the co-leader of the project, Brookings' Vice President Carlos Pascual, and a group of the leading academics, experts, and opinion leaders on Cuba. Over a 18 month period the advisors will participate in six simulations and discussions – the first on February 7, 2008 and the last in February 5, 2009 – that we have designed to help the group to identify key decision points and preferred policy options. The results of the simulations as well as recommendation of the Café Group will be published by Brookings as a monograph or book. The project also includes a series of public conference on Cuba and briefings to legislators and the executive branch.

U.S. Department of State

Acting Ambassador, American Embassy, Ethiopia

- Managed one of the largest U.S. embassies in Africa during a major political crisis
- Led the international community in helping the government and opposition restart a democratic process, including the release of thousands of detainees and agreement on new parliamentary rules
- Organized a forum for national debate on Ethiopia's future and a women's group and mini-fair to empower women

- Set up the new U.S. mission to the African Union and reopened the country Peace Corps program

#### Ambassador to the Republic of Mali

- Expanded American assistance in northern Mali where terrorist groups threatened stability
- Guided the government in developing a \$500 million millennium challenge grant
- Initiated construction of a new chancery complex

#### Chief of Mission/Principal Officer, United States Interests Section, Cuba

- Created an outreach program to empower Cubans by providing books, radios and internet access
- Led a new approach to USG policy that resulted in political space for human rights activists and entrepreneurs

#### Deputy Assistant Secretary of State for African Affairs

- Provided policy and management support to 16 embassies in West and Central Africa
- Led efforts to end the civil war in Sierra Leone
- Evacuated six embassies as a result of terrorist threats and internal violence

#### Ambassador to the Republic of Madagascar

- Contributed to peaceful elections after the impeachment of the president
- Promoted environmental conservation throughout the island resulting in the creation of a major new national park

#### Deputy Chief of Mission, American Embassy, Haiti

Managed the embassy's relationship with the U.S. and multinational forces deployed to restore democracy

Deputy Director and Director of the Office of the Coordinator of Cuban Affairs  
Desk Officer for Bolivia

Economic Officer, American Embassy, Mali

Economic Officer, Office of Mexican Affairs

UNCTAD Officer, Bureau for International Organization Affairs

Consular and Economic Officer, American Embassy, Sierra Leone

Other:

8/2007: Charge d'Affaires American Embassy Abidjan, Ivory Coast

3/2007: Non-resident Senior Fellow, Brookings Institution, Washington D.C. – organized a conference on Cuba's transition

2007: Consultant and Commentator on Africa and Latin America NBC Universal, NYC

2005: Spring Semester: Fellow, Institute of Politics, John F. Kennedy School of Government, Harvard University: organized and led a seminar "Perceptions of the U.S. in the Developing World," while mentoring five students

1988: American Political Science Association and Johns Hopkins School for Advanced International Studies Fellow on the staff of Senator Jeff Bingaman (D-NM) - drafted legislation to control the proliferation of missile technology

1967- 72: USAID contractor with American Institute for Free Labor Development (AIFLD), Peru and Brazil

1964 - 66: Peace Corps Volunteer, Peru

#### AWARDS AND HONORS

U.S. Department of State:

The Department's Distinguished Honor Award

The Secretary's Career Achievement Award

The President's Meritorious Service Award

Distinguished Alumni, University of Colorado

Roll of Honor, U.S. Peace Corps

Paul Harris Award, International Rotary Club

Honorary awards from governments of Mali and Madagascar

#### PUBLIC SPEAKING

Brookings Institution

Chautauqua Institution

Inter American Dialogue

University of Colorado

Harvard University

Boston University

Commonwealth Club, San Francisco

International Relations groups in Tampa, Santa Fe, Salt Lake, Santa Barbara, Riverside, and San Diego



## EDUCATION AND SEMINARS

Executive Seminar, Aspen Institute, Aspen, Colorado

Ambassadorial Seminars, public speaking and foreign policy

M.A. Degree with Distinction, Johns Hopkins School for Advanced International Studies

B.A. Degree, University of Colorado, International Relations

Languages: (b)(6)

## PUBLICATIONS:

Currently writing a book about Cuba

## AFRICA

**Don't Turn on Ethiopia**

November 15, 2007 - New York Times

**Ethiopia: Voting for HR 2003 was Wrong**

October 17, 2007 - Jimma Times

**Opportunity in Somalia**

January 03, 2007 - Washington Times

## CUBA

**How Not to Promote Democracy in Cuba**

October 25, 2007 - Washington Post

**Play a Part in Cuba's Future**

April 20, 2007 - Miami Herald

**Post-Fidel Cuba**

February 06, 2007 - Washington Times

## PROFILES

Chicago Tribune, December 15, 2004, "Democracy, Islam Share a Home in Mali"

New York Times, July 4, 2002, "Lighting Matches in Cuba on the Fourth"

Dallas Morning News, April 17, 2002, "Our Woman in Havana Doesn't Stand on Timidity"

## Andrew Philip Hunter

(b)(6)

### Summary

Skilled professional with expertise on a broad range of defense budget, policy, and organizational issues; an in-depth knowledge of federal acquisition; and management experience

### Professional Experience

#### Professional Staff Member, House Armed Services Committee, 2005 – present

- ◆ Supervise committee's policy staff on full committee issues including two ongoing wars and other operations overseas, oversight of combatant commanders, departmental organization and management, nonproliferation, and acquisition policy
- ◆ Manage issue portfolio including acquisition policy, industrial base policy, foreign military sales, and technology controls
- ◆ Lead staff support to committee's Panel on Defense Acquisition Reform.

#### Appropriations Associate, Representative Norman D. Dicks (WA-06), 1999 – 2005

- ◆ Advanced Representative Dicks' interests, including tanker recapitalization, bomber modernization, housing privatization, and defense budget advocacy, as associate committee staff for the Defense and Military Construction Appropriations subcommittees
- ◆ Assisted Representative Dicks on the National Commission for the Review of the National Reconnaissance Office, 2000

#### Professional Staff Member, Select Committee on U.S. National Security and Military/Commercial Concerns with the People's Republic of China, 1998 – 1999

- ◆ Led investigation of high performance computers for minority staff and served as a key minority team member reviewing losses of nuclear weapons data and satellite technologies

#### Military Legislative Assistant and Legislative Director, Representative John M. Spratt, Jr. (SC-05), 1994-1999

- ◆ Managed increasing responsibilities culminating in promotion to Legislative Director in 1998
- ◆ Advanced Representatives Spratt's interests on the House Armed Services Committee including oversight of the nuclear weapons complex and the Savannah River Plant, promotion of nuclear nonproliferation programs, and advocacy for theater missile defense programs
- ◆ Developed and implemented strategies on major trade legislation for House Textile Caucus
- ◆ Managed broad portfolio of domestic issues including agriculture, energy, the environment, education, and crime

### Major Legislative Accomplishments

#### Acquisition Policy

- ◆ Major author of the Weapon Systems Acquisition Reform Act of 2009 which builds capabilities for knowledge-based acquisition, requires increased oversight of major defense acquisition programs in early stages, limits contractor conflicts of interest, and requires trade-offs between cost, schedule, and performance objectives throughout the acquisition process.
- ◆ Major author of the Clean Contracting Act of 2008, which expands several defense acquisition reforms to civilian agencies, and related legislation which requires a review of using federal cost accounting standards on overseas contracts and of defense contractors use of off-shore subsidiaries

- ◆ Major author of the Acquisition Accountability and Improvement Act of 2007 which requires a comprehensive memorandum of understanding between DOD, State, & USAID on roles and responsibilities for contracts in Iraq and Afghanistan, revises the definition of commercial services, and includes multiple provisions increasing competition in defense contracting and improving the acquisition workforce.
- ◆ Devised authorization for DOD's Panel on Contracting Integrity to find and eliminate vulnerabilities in contracting enacted in FY06 National Defense Authorization Act and promoted legislation expanding participation in a pilot program for management of the acquisition workforce enacted in FY98 National Defense Authorization Act

#### **Budget**

- ◆ Analyzed implications of conversion of Puget Sound Naval Shipyard from a working capital fund activity to mission funding and consolidation of the shipyard with the Intermediate Maintenance Facility at Subase Bangor
- ◆ Developed budget presentation on the adequacy of funding for defense procurement accounts
- ◆ Promoted conversion of 4 SSBN submarines to SSGN for land attack capability and support of SOF operations resulting in addition of \$279 million for advanced procurement of 2 additional SSGNs in the FY02 Defense Appropriations Act
- ◆ Promoted authorization for multi-year procurement of tanker replacement aircraft

#### **Defense Policy & Organization**

- ◆ Authored legislation requiring a quadrennial roles & missions review to identify and assign DOD's core missions; legislation included revisions to the Joint Requirements Oversight Council process to require consideration of resource limitations and setting of priorities in establishing military requirements
- ◆ Forged bipartisan consensus in House leading to enactment of legislation establishing a Chief Management Officer for DOD
- ◆ Devised authorization for a Defense Materiel Readiness Board to establish requirements and provide funding for the refit of active and reserve units suffering from equipment shortfalls
- ◆ Advocated provision enacted in FY04 Defense Appropriations Act (and included in subsequent fiscal years) requiring opportunity for federal employees to offer most efficient organization bid for A-76 competitions involving elements of DOD and mandating savings in excess of 10% before converting work to contractor performance

#### **Management**

- ◆ Supervised the organization and preparation of more than 70 full committee hearings and more than 70 full committee member briefings including more than 25 events providing oversight on the wars in Iraq and Afghanistan
- ◆ Supervised the production of legislation and report language for policy titles of three National Defense Authorization Acts
- ◆ Organized 12 hearings and 2 briefings of the Panel on Defense Acquisition Reform providing a comprehensive examination of the defense acquisition system

#### **Education**

- ◆ Johns Hopkins University, *Master of Arts in Applied Economics*, 2001
- ◆ Harvard University, *Bachelor of Arts in Social Studies, cum laude*, 1994

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## ROBIN ELENA JACOBSON

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### PROFESSIONAL EXPERIENCE

**Williams & Connolly LLP, Partner (1987-2009), 2001-present; Junior (since 1993)**

#### **Experience in complex civil and criminal litigation:**

- Civil litigation experience encompasses diverse array of complex cases involving women's health (contraception, menopausal, diseases of estrog. pharmacovigilance), products liability, the False Claims Act, the design of military aircraft engines, challenges to the administration of federal statutes, and others - in the context of federal and state civil (including multi-state) litigation, and prosecutions.
- Most recently, led team of over 25 attorneys from different law firms, responsible for development of scientific theories, arguments and experts for defense of nationwide litigation of more than 5,000 cases alleging that hormone replacement therapy caused breast and other cancers, heart attacks and strokes, and that company failed to adequately warn of these risks, test the product, and explore safer alternative designs. Played key role in several trials, as well as various *Daubert/Frye* hearings and scientific presentations in state and federal courts.
- Criminal defense experience includes tax fraud, false statements, antitrust violations, and product adulteration.

#### **Pro Bono experience:**

- Led revising of firm's pro bono program; serving as Chair (and now member) of Pro Bono Committee; diverse work on cases involving mental health, consumer fraud, political asylum, Federal Food Claims Act, Americans with Disabilities Act, and other issues.

**U.S. Department of Justice (Torts Branch), Deputy Assistant Attorney General (2000-2001)**

**Led 200-person branch of Justice Department charged with defending tort suits filed against the United States and individual federal agents:**

- **Litigation Duties:** Supervised cases involving constitutional, common law, environmental, aviation and admiralty claims. Managed civil suit arising from the stand-off between Branch Operations and the Federal Bureau of Investigation outside White Tower in 1993 - a suit that we successfully defended at trial.
- **Legislative Duties:** Testified before Congress concerning proposed legislative changes in the Federal Tort Claims Act and Federal Employees' Compensation Act; oversaw two statutory compensation programs; served as Justice Department representative on interagency task force to develop compensation legislation following "compelled bus" incident by Interior Department in Las Alamos, New Mexico, in May 2000.
- Served one month as Acting Deputy Assistant Attorney General, Office of Immigration Litigation, supervising federal court litigation under the Immigration and Nationality Act and related statutes.

**The Honorable Harrison L. Winter, Chief Judge, U.S. Court of Appeals for the Fourth Circuit, Judicial Clerk (1986-1987)**

### VOLUNTEER WORK FOR DRAMA CAMPAIGN (2007-2008)

- Led teams of volunteers undertaking confidential research, strategic analysis and drafting of memoranda and pleadings. (Contact David Ogden, Robert Bauer or William Taylor for details).
- Deputy for the Election/Post-Election Litigation Team (TELECT) for one of the multi-round cases. Managed the preparation of research, analysis and pleadings for potential post election litigation. (Contact David Kendall, David Ogden or Robert Bauer for details).
- Led teams of volunteers undertaking confidential research, strategic analysis and drafting of memoranda re various issues. (Contact Gregory Clark for details).

- Managed team of Williams & Connolly LLP volunteers providing a variety of legal research support to campaign voter protection efforts (February 2008 – October 2008).
- Fundraising (May 2007 – November 2008); canvassing in Delaware and Virginia (prior to the primary elections).

### **VOLUNTEER WORK FOR KERRY CAMPAIGN (2004)**

- Served on post-election litigation team for several battleground states. Managed the preparation of research, analysis and pleadings for potential post-election litigation. (Contact David Kendall, David Ogden or Robert Bauer for details).
- Managed team of Williams & Connolly LLP volunteers providing a variety of legal research support to campaign voter protection efforts (July 2004 – October 2004).

### **EDUCATION**

#### **Harvard Law School, J.D. *cum laude* (1986)**

- Editor-in-Chief, Harvard Civil Rights-Civil Liberties Law Review

#### **Dartmouth College, A.B. *summa cum laude* (1983)**

- National Debate Tournament (2d place 1983; 3d place 1982); Colby Government Prize, Woodbury Law Scholarship, Edson Memorial Prize; Phi Beta Kappa

### **PUBLICATIONS**

- Co-author, "Rx for the Elderly: Legal Rights (and Wrongs) Within the Health Care System," 20 Harvard Civil Rights-Civil Liberties Law Review 425 (Summer 1985)

### **BOARD MEMBERSHIPS**

- Washington Lawyers' Committee for Civil Rights & Urban Affairs
- Washington Legal Clinic for the Homeless
- Birch Family Services, Inc., New York, NY

### **BAR ACTIVITIES**

#### **District of Columbia Bar**

- Summit on Women in the Legal Profession, Steering Committee (1997)
- Council on Sections, Vice-Chair (1998-1999)
- Section on Courts, Lawyers and the Administration of Justice, Steering Committee: Co-Chair (1996-1999); Member (1996-2002)

#### **Women's Bar Association – Co-Chair, Litigation Forum (1998-2000)**

## REFERENCES

(1961)



# MICHELE S. JONES

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Senior Leader with extensive experience and success in building coalitions, partnerships and teams across all boundaries and levels. Exceptional public speaking, presentation, negotiation and diplomacy skills. Enjoys developing future leaders and programs as well as bringing divergent groups together to resolve challenges and accomplish significant goals.

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## PROFESSIONAL EXPERIENCE

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**The Bones Theory Group, LLC, Jacksonville, FL**  
**CEO and Motivational Speaker**

2007 – 2009

Provides keynote address and motivational speeches to students, civic organizations, government and military personnel to help increase educational opportunities, provide leadership, team building and parental development. Develop and facilitate partnerships with organizations and businesses in both the private and government sectors to enhance relationships between individuals and organizations. Create and deliver workshops in leadership development, dynamics of team selection and conflict resolution.

- Developed strong partnerships between the Army and 50 high schools across the United States, and U.S. territories that developed strong mentoring programs. These programs resulted in measuring students' success, retaining students in schools, reducing absenteeism and increasing standardized test scores, including SAT and ACT.
- Piloted the Family Leadership Institute in conjunction with Educational Achievement Services, Inc. in the Omaha Public School System that began with six schools and expanded to 25 schools within one year. The program builds strong parental and leadership skills and teaches parents to be proactive participants in their children's education and personal growth.
- Delivered programs that were instrumental in the Weber Shadwick Public Relations Firm receiving the highest industry award for their community youth outreach program.

U.S. Army, United States, Germany, Honduras, Panama, Bosnia and Kosovo

1982– 2007

*Career Progression:*

<b>Command Sergeant Major of the Army Reserve</b>	2002 – 2007
<b>Division Command Sergeant Major / Advisor</b>	1998 – 2002
<b>Battalion Command Sergeant Major</b>	1996 – 1998
<b>Chief of Training and Validation</b>	1995 – 1996
<b>First Sergeant</b>	1993 – 1995
<b>Command Paralegal / Paralegal</b>	1982 – 1995

Selected as Senior Advisor to advise the Chief of the Army Reserves on all enlisted matters pertaining to training, leader development, mobilization, deployment, employer support and family readiness for more than 1.2 million soldiers and families serving in over 120 countries. Represented the Army Reserve personnel as their key advocate and spokesperson in the media, congressional hearings, Department of Defense (DOD), Department of the Army and to the general public to educate the community and improve the quality of life for military members and their families.

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**ACCOMPLISHMENTS**


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- Represented the Army Reserves on the DOD Senior Enlisted Advisory Council in concert with the Army National Guard, Air Force Reserves, Air Guard, Navy Reserves, Marine Reserves and Coast Guard Reserves. Researched and identified critical issues, policies, regulations and laws that affected reserve members and their families. Made recommendations to the military services, governmental agencies and congress which resulted in twenty different legislative and policy changes in three years and saved the military more than \$10 million.
- Coordinated with multiple offices across divisions, commands and regions in twenty states to secure new positions for more than 400 displaced personnel due to reorganizations.
- Prepared and led presentations to senior military leaders in New Zealand, Japan, Korea and Germany that educated them on the United States Army Reserves mission, organizational structure, benefits and obligations.
- Developed numerous programs, including Family Readiness, Welcome Home Citizen Warrior, Healing, Helping, Hiring (H3), Wounded Warriors and Command Sergeant Major Training. The H3 program resulted in consolidating services from 10 major agencies, which assisted more than 500 military members and their families.
- Conducted over 200 Briefings in over 30 states that educated more than 60 employers, 30 public schools, Army units and agencies on the Army Reserve and the impact on the community.
- Created and increased senior leadership positions by 60% in the full-time Army Reserve.
- Worked closely with the Active Component to create multi-component assignments for the Army Reserve by fostering partnerships and developing an understanding of the Reserve and its leadership.

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**HONORS**


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- Honored with the Legion of Merit, Meritorious Service Medal, Army Parachutist Badge, German Army Forces Airborne Wings and Royal Thai Airborne Wings.
- Recipient of the NAACP Meritorious Service Award.
- Received the "Spirit of Democracy Lifetime Achievement Award" and National Coalition on Black Civic Participation.
- Featured in multiple newspapers and magazines around the world, including *Ebony*, *Joi* and *Essence*.
- Highlighted in *Essence's Magazine Anniversary Edition* as one of 35 World's Most Remarkable Women.
- Served as a panelist at the "Women Shaping the World Summit," New York, NY and at numerous universities.

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**EDUCATION**


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**Currently pursuing Master of Arts in Management / International Relations**  
Webster University, El Paso, TX.

**Bachelor of Science in Business Administration**, Fayetteville State University  
Fayetteville, NC

- **Cum Laude**

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**CIVIC and MEMBERSHIP**


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- Chosen as Keynote Speaker at the Democratic National Convention, Presidential Election, 2008
- Served as Surrogate Speaker across the nation for President Obama, Presidential Election, 2008
- Supporter of multiple nonprofit organizations that support military members and families
- Lifetime member of Noncommissioned Officer Association
- Member and supporter of the Association of United States Army (AUSA)
- Member and supporter of the United States Army Alumni Association (USAA)

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**MILITARY**

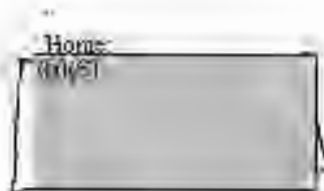

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(b)(6) United States Army

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**COLIN H. KAIL**  
Citizenship: USA



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### CURRENT POSITIONS

Assistant Professor, Security Studies Program, Edmund A. Walsh School of Foreign Service, Georgetown University. July 2007-present.

Senior Fellow, Center for a New American Security. July 2007-present.

Consultant, Political Instability Task Force (formerly the State Failure Task Force), United States Government. 1999-present (contract managed by SAIC).

### FORMER POSITIONS

Co-lead for Iraq Policy, President-Elect National Security Transition Team. November-December 2008.

Team Lead, Obama Iraq Policy Group, August 2007-November 2008 (volunteer).

Assistant Professor, Department of Political Science, University of Minnesota. September 2000-May 2007.

Stability Operations Analyst, Office of the Deputy Assistant Secretary of Defense for Stability Operations, OSD SOLIC, Department of Defense. January 2005-August 2006. (Assigned to office as a Council on Foreign Relations International Affairs Fellow.)

### EDUCATION

**Ph.D., Political Science, Columbia University, 2000.**

Major Field: International Relations; Minor Field: Comparative Politics; Third Field: Environmental Studies. Dissertation: "States, Security, and Civil Strife in the Developing World." Advisors: Robert Jervis and Jack Snyder.

**B.A., Political Science, University of Michigan, 1998**

## **BOOKS**

*A Theory of Victory: Norms, the U.S. Military, and the Evolution of Counterinsurgency in Iraq* (in progress). The book examines the way in which the American military's understanding of the Law of War affected the evolution of its counterinsurgency operations in Iraq.

*States, Scarcity, and Civil Strife in the Developing World* (Princeton, NJ: Princeton University Press, 2006). The book examined the relationship between demographic pressures, natural resource scarcity, and violent internal conflict, with empirical discussions of dynamics in Africa, Asia, Latin America, and Middle East.

## **IRAQ-RELATED TRAVEL AND RESEARCH**

Member of Joint Campaign Assessment Team, October 2008. At the invitation of General Odierno and Ambassador Crocker, participated in comprehensive review of the revised Joint Campaign Plan identifying key U.S. military and government objectives and tasks in Iraq for 2009 and beyond. Visited Baghdad and Anbar Province.

Center for a New American Security research trip, July-August 2008. Conducted site visits and extensive interviews with U.S. military and diplomatic officials and Iraqi politicians. Visited Baghdad, Basra, Mahmudiya, and Mosul.

Research on targeting procedures at Combined Air and Space Operations Center, Southwest Asia, December 2007.

Department of Defense Lessons Learned Study on Stability and Reconstruction Operations in Iraq, July 2006. Led small team of researchers from the Office of the Deputy Assistant Secretary of Defense for Stability Operations.

## **IRAQ PUBLICATIONS**

"Bridge on the River Euphrates," *The National Interest*, September/October 2008.

"How to Exit Iraq" (with John Nagl and Shawn Brimley), *New York Times*, September 5, 2008.

"Baghdad's Misguided Crackdown on the Sons of Iraq" (with Shawn Brimley), *Los Angeles Times*, August 26, 2008.

"Cancel Iraq's Blank Check" (with John Nagl and Shawn Brimley), *Foreign Policy* (online), August 2008, [http://www.foreignpolicy.com/story/cms.php?story\\_id=4454](http://www.foreignpolicy.com/story/cms.php?story_id=4454).

"Walk Before Running," *Foreign Affairs*, July/August 2008.

*Shaping the Iraq Inheritance* (with Michèle Flournoy and Shawn Brimley), Center for a New American Security, June 2008.

"Turning Point or Tactical Pause? Prospects for Stability and Political Accommodation in Iraq," *Middle East Policy*, Vol. 15, No 1 (Spring 2008), pp. 83-91.

"The Case for Conditional Engagement" (with Shawn Brimley), Center for a New American Security Policy Brief, March 2008.

"COIN of the Realm," *Foreign Affairs*, Vol. 86, No. 6 (November/December 2007).

"The Sorcerer's Apprentice" (with Shawn Brimley), *Foreign Policy* (online), September 2007, [http://www.foreignpolicy.com/story/cms.php?story\\_id=3968](http://www.foreignpolicy.com/story/cms.php?story_id=3968).

"Measuring Progress in Iraq," Center for a New American Security Policy Brief, August 30, 2007.

"In the Crossfire or the Crosshairs? Norms, Civilian Casualties, and U.S. Conduct in Iraq," *International Security*, Vol. 32, No. 1 (Summer 2007), pp. 7-46.

"Time for a National Debate on Plan B: If the Surge Fails, What Next?" *Foreign Policy* (online), February 2007, [http://www.foreignpolicy.com/story/cms.php?story\\_id=3746](http://www.foreignpolicy.com/story/cms.php?story_id=3746).

"How We Fight," *Foreign Affairs*, Vol. 85, No. 6 (November/December 2006), pp. 83-101.

### **OTHER PUBLICATIONS**

"Demography, Environment, and Civil Strife," in Lael Brainard and Derek Chollet, eds., *Too Poor for Peace? Global Poverty, Conflict and Security in the 21<sup>st</sup> Century* (Washington: Brookings Institution Press, 2007), pp. 60-72.

Contributor, *State Failure Task Force Report: Phase IV Findings* (McLean, VA: Science Applications International Corporation, 2006).

"Population, Development, and Revolution," in *Encyclopedia of Modern Revolutions* (Santa Barbara, CA: ABC-CLIO, 2006).

"The Nature of Warfare: Natural Resources and Civil War," in Peter Dombrowski, ed., *Guns and Butter: The Political Economy of International Security* (Boulder, Colo.: Lynne Rienner, 2005).

"Review Essay on *The Conflict Trap*," Woodrow Wilson Center, *Population, Environmental Change, and Security Newsletter*, Environmental Change and Security Project (Spring 2004), p. 6-9.

Contributor, *State Failure Task Force Report: Phase III Findings* (McLean, VA: Science Applications International Corporation, 2003 [2000]).

"The Political Ecology of Violence: Lessons for the Mediterranean," in Hans Günter Brauch, et al., eds., *Security and Environment in the Mediterranean: Conceptualizing Security and Environmental Conflicts* (Berlin: Springer 2003), pp. 465-76.

"Demographic Change, Natural Resources, and Violence: The Current Debate," *Journal of International Affairs*, Vol. 56, No. 1 (Fall 2002), pp. 257-82.

"Constructing a Separate Peace: Constructivism, Collective Liberal Identity, and Democratic Peace," *Security Studies*, Vol. 8, No. 2 (Winter 1998/99-Spring 1999), pp. 94-144. (Also appears in Glenn Chafetz, Michael Spirtas, and Benjamin Frankel, eds., *The Origins of National Interest*, London: Frank Cass, 1999.)

"Population Growth, Environmental Degradation, and State-Sponsored Violence: The Case of Kenya, 1991-93," *International Security*, Vol. 23, No. 2 (Fall 1998), pp. 80-119.

### **MEDIA APPEARANCES**

**TV:** Al-Jazeera English, CBS Evening News, Dan Rather Reports, Fox News (Minneapolis), KARE 11 (Minneapolis), The News Hour with Jim Lehrer, PBS *Frontline*, and WCCO (Minneapolis).

**Radio:** Access Minnesota, Air America, BBC World Service, Minnesota Public Radio (Mid-Morning, Midday), National Public Radio, Wisconsin Public Radio, WCCO radio (Minneapolis).

**Interviews:** AP, McClatchy, the *Los Angeles Times*, *Mother Jones*, *The New York Times*, *New Yorker*, Reuters, UPI, *USA Today*, the *Wall Street Journal*, and the *Washington Post*.

### **AWARDS AND FELLOWSHIPS**

Council on Foreign Relations, International Affairs Fellowship, Department of Defense, January 2005-January 2006.

Research Fellowship, Center for International Earth Science Information Network (CIESIN), Columbia University, 1999-2000.

President's Fellow, Department of Political Science, Columbia University, 1993-2000.

Hamburg Pre-Doctoral Fellowship, Center for International Security and Arms Control, Stanford University, 1998-1999 (declined).

National Security Fellow, John M. Olin Institute for Strategic Studies, Center for International Affairs, Harvard University, 1997-1998.

International Studies Association Environmental Studies Section Young Scholar Award,  
recognizing the best paper presented by a graduate student at the 39<sup>th</sup> Annual International  
Studies Association Annual Convention, March 17-21, 1998, Minneapolis, MN.

National Debate Tournament, Finalist, 1991.

**Brett B. Lambert**

*Managing Director, Civitas Group llc, Managing Partner, The Densmore Group, LLC*

Brett B. Lambert joined the Civitas Group in 2008 as a Managing Director. In this role he provides strategic advisory services for companies operating in the intelligence, homeland defense, and national security sectors. Mr. Lambert is also the founder and Managing Partner of The Densmore Group, LLC, a merger and acquisition advisory firm specializing in the intelligence and national security markets.

From 1989 until 2007, Mr. Lambert held positions of increasing responsibility at DFI International, a national security consultancy he built with founder Dr. Barry Blechman. Under Mr. Lambert's leadership, DFI grew from two to nearly 250 employees. Mr. Lambert assisted in the sale of DFI to Detica PLC in 2007; DFI/Detica was subsequently acquired by BAE Systems in 2008.

At the conclusion of his tenure with DFI, Mr. Lambert held the titles of Executive Vice President of DFI International and Managing Director of DFI Investment Partners. He was also the company's Ethics Officer, served as a member of the Board of Directors and was one of two shareholders. While at DFI, Mr. Lambert held a Top Secret clearance.

In addition to assisting the President and founder in day to day operational responsibilities, Mr. Lambert specialized in technology assessments, strategic planning, and market analyses for defense, intelligence, and space companies. His engagements assisted client's identification and quantification of new or evolving markets, described the political and business environments in which they operated, and provided execution guidance to ensure the implementation of successful ventures. Mr. Lambert also worked closely with a number of leading venture funds, merchant banks, and private equity firms in support of their national security portfolio companies.

While with DFI, Mr. Lambert also led the company's work with first-tier defense firms, financial institutions, and private equity organizations in merger and acquisition market advisory services. Throughout his time with DFI, Mr. Lambert was engaged in over a hundred acquisitions, international joint ventures, offset arrangements, and foreign equity investments representing a wide variety of both buyers and sellers in the national security space. These engagements ranged in closing value from as little as \$1 million to as much as \$28 billion.

He is frequently asked for expert comment on the defense industry from a wide variety of news organizations, including The Washington Post, The New York Times, The Financial Times, Defense News, Space News, and Bloomberg News Service. He is also a frequent commentator on the Nightly Business Report (PBS), MSNBC, and Bloomberg television.

Before joining DFI, Mr. Lambert worked for the US Department of State (USAID) at the American Embassy in New Delhi (1987 - 1988). Prior to this, he attended graduate school at Jawaharlal Nehru University on a Rotary Graduate Scholarship he received

during his senior year at Kansas State University (1982-1986). He also worked as an independent journalist in India, Pakistan and Burma. Before his time in Asia, Mr. Lambert served in the Political-Military Group at the Center for Strategic and International Studies.

Mr. Lambert currently serves on the Board of Fortinet Inc. He also currently serves as a Senior Fellow at the Center for Strategic and International Studies (CSIS) and is a lifetime member of the Council on Foreign Relations (CFR).

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**EXPERIENCE**

**Senate Majority Leader Harry Reid**

***Senior National Security Advisor (2007-present)***

- Manage all key national security strategy, policy, legislative and public communication activities for the U.S. Senate Majority Leader in his role setting the Congressional and national agenda.
- Legislative and policy initiatives include: development of strategy options on Iraq, Afghanistan, and Pakistan/counterterrorism; enhancement of intelligence analysis on Iran; Iran sanctions legislation; oversight of Iraq SOFA negotiations; Foreign Intelligence Surveillance Act (FISA) modernization; war appropriations to address Army/Marine Corps readiness; strengthened Congressional support for North Korea six-party talks; securing passage of post-9/11 GI Bill.

***Senior Defense and Intelligence Advisor (2005-2007)***

- Handled all "Gang of 8" highly-sensitive intelligence operations oversight matters.
- Extensive policy coordination and negotiation with other Congressional leaders and committees, the White House, executive branch departments, the intelligence community, non-governmental organizations, and foreign governments on counterterrorism, Iran, North Korea, WMD proliferation, Middle East affairs, and other policy matters.



## **Permanent Select Committee on Intelligence, U.S. House of Representatives**

### ***Professional Staff Member (2002-2005)***

- Conducted oversight to improve intelligence community WMD counterproliferation and counterterrorism activities; contributed to Congressional investigations of pre-9/11 counterterrorism intelligence and Iraq WMD intelligence, and to intelligence reform legislation establishing the Director of National Intelligence.
- Assessed effectiveness of U.S. intelligence operations at site visits across more than 20 countries.

## **Booz | Allen | Hamilton**

### ***Associate (2000-2001)***

- Managed small teams conducting investment due diligence, market and financial analysis, assessments of corporate strategy, and post-merger integration working for senior management clients in Fortune 500 telecom and banking companies.
- Identified initial cost reductions in implementing a strategic realignment of a global bank; assessed the network buildout strategy of a Latin American telecommunications startup.

## **Deutch Commission to Assess the Organization of the Federal Government to Combat Weapons of Mass Destruction**

### ***Senior Policy Analyst (1998-1999)***

- Conducted analysis and formulated recommendations to Congress and the White House for improving U.S. government effectiveness in combating WMD proliferation.

## **Office of the President, American University**

### ***Senior Staff Assistant (1995-1997)***

- Supported university President and senior leadership team in developing and executing an 18-month strategic planning process repositioning the university to capitalize on its international comparative advantages.

## **Carnegie Endowment for International Peace**

### ***Junior Fellow, Nuclear Nonproliferation Project (1994-1995)***

- Research analyst and publications managing editor on issues of nuclear nonproliferation and cooperative threat reduction with Russia; non-governmental observer of April 1995 Nuclear Nonproliferation Treaty extension negotiations at U.N.

## **EDUCATION**

### **Harvard University, John F. Kennedy School of Government, Masters in Public Policy (2000)**

- 1 of approximately 12 nominated for best masters thesis, 1 of 4 selected as best graduate teaching fellow of the year

### **University of the South (Sewanee, Tennessee), Bachelor of Arts in Political Science (1994)**

- Phi Beta Kappa, *Magna Cum Laude*, with Departmental Honors

## **ADDITIONAL ACTIVITIES**

### **Council on Foreign Relations**

*Life Member*

### **Task Force on Weapons of Mass Destruction, Alliance for American Leadership (2004)**

*Member*

- Assisted presidential campaign by writing memoranda on policy toward Iran and North Korea and on the presidential transition regarding intelligence issues.

### **Council for Emerging National Security Affairs, CENSA**

*Co-Founder (1999) and Member*

- Member of founding team establishing a bipartisan national security policy network growing to more than 200 members active on four continents. Wrote business plan and developed and executed two-year funding and growth strategy.
- Directed CENSA's Presidential Transition Memorandum Task Force, managing a 30-author team over eight months to develop bipartisan policy memoranda to the presidential transition teams. Final report distributed in November 2000 to more than 300 researchers and policymakers.

### **Harvard-Stanford Preventive Defense Project, William J. Perry and Ashton B. Carter, Co-Chairs**

*Research Affiliate (1999-2001)*

- Participated in the Defense Organization and Management study team geared toward the national defense reorganization efforts of the new presidential administration.

- Co-authored book chapter on the globalization and commercialization of the defense industrial base.
- Co-developed a Harvard graduate course, *Controlling Proliferation of Weapons of Mass Destruction*.

## WHITE PAPERS AND PUBLICATIONS

- Marcel Lettre, *Recommendations for Managing the Presidential Transition in the Intelligence Community*, White Paper to the Presidential Transition Team (Washington, DC: November 2004).
- Marcel Lettre et al., *Consensus Statement of the Term-Member Roundtable on Long-Term Strategic Alternatives for US Policy Toward Iran* (Washington, DC: Council on Foreign Relations, 2003).
- Marcel Lettre and James Anderson, eds., *Passing the Torch: Recommendations to the Next President on Emerging National Security Issues* (Cambridge, MA: Council for Emerging National Security Affairs, 2000).
- Ashton B. Carter with Marcel Lettre and Shane Smith, "Chapter 6: Keeping the Technological Edge," in Ashton B. Carter and John P. White, eds., *Keeping the Edge: Managing Defense for the Future* (Cambridge, MA: Harvard-Stanford Preventive Defense Project, 2000).
- Marcel Lettre, *Coordinating National Security Policy and International Economic Policy at the White House: The NSC-NEC Joint Staff Mechanism*, White Paper to the Presidential Transition Team (Cambridge, MA: September 2000).
- Marcel Lettre, managing editor, *Former-Soviet Nuclear Weapon and Sensitive Export Status Report* (Washington, DC:

Carnegie Endowment for International Peace and Monterey  
Institute, July 1995)

## PERSONAL

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- **Emergency Medical Technician (1995-1998).** Volunteer with Bethesda-Chevy Chase Rescue Squad. Participated in the 9/11 World Trade Center response with New York EMTs from 11 a.m. - 6 p.m.

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William K. Lietzau

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Education

- 2004-2004 **National War College** Washington, DC  
M.S., National Security Studies (Research Fellowship Writing Award)
- 1995-1996 **The Judge Advocate General's School** Charlottesville, VA  
J.L. M., June 1996 (Commanding's Last International Law Writing Award)
- 1987-1989 **Yale Law School** New Haven, CT  
J.D., June 1989 (Yale Law Journal, Clinical Program Director)
- 1979-1983 **United States Naval Academy** Annapolis, MD  
B.S., Political Science, May 1983 (Highest Honor)

Experience

- 2009-present **Deputy Legal Advisor, National Security Council** Washington, DC  
Provide legal advice on myriad issues processed by the National Security Staff. Areas of focus include: International Criminal Law, International Narcotics issues, NATO, Arms Control, Weapons of Mass Destruction, Law of the Sea, Energy, Counter Terrorism, Foreign Assistance, Homeland Security, Ethics, OIG/MIG issues, Middle East, Russia.
- 2007-2009 **Commanding Officer, Henderson Hall** Arlington, VA  
First lawyer to command Headquarters Battalion, (Headquarters Marine Corps and the associated installation - Henderson Hall). Exercised command responsibilities over approximately 3000 Marines and 400 civilians. Direct budgetary responsibility over approx. \$50 million for installation management, operational and community service functions.
- 2004-2007 **Staff Judge Advocate, U.S. European Command** Stuttgart, Germany  
Served as Staff Marine Corps lawyer to some of the senior attorneys of European Command, the United States' largest combat command with over 130,000 assigned troops, more than 400 subordinate attorneys, and an area of responsibility covering 93 countries in Asia, Europe and Africa. General Counsel duties covered the spectrum of legal practice from the numerous international agreements associated with our basing relationships to fiscal law, criminal law and ethical standards of conflict zones.
- 2004-2005 **Director, Navy-Marine Corps Appellate Government Division** Washington, DC  
Directed appellate representation of the Government at the Navy-Marine Corps Court of Criminal Appeals, the Court of Appeals for the Armed Forces, and the U.S. Supreme Court (approx. 2000 cases annually including capital murder and espionage). Supervised 11 native Army and 20 reserve Navy and Marine Corps Judge Advocates and civilian employees.
- 2002-2004 **Research Fellow, National War College** Washington, DC  
Wrote "Old Laws, New Wars: A Strategy for Developing International Law During the Global War on Terrorism." Served on fact-based assessment teams to analyze support requirements for trial of Saddam Hussein and other major war criminals. Drafted significant portions of rules of procedure and elements of crimes for those tribunals.
- 2002-2003 **Special Assistant to the General Counsel, Department of Defense** Pentagon, Washington, DC  
Advised the General Counsel of the Department of Defense on military tribunals and law of war matters. Inspected detention facilities in Afghanistan and Guantanamo Bay. Developed concepts for implementing the President's order regarding military commissions and helped to re-organize National Security Council principals. Established the first DoD Office of Military Commissions (drafted relevant procedures, orders, and instructions, hired personnel, created case selection process, supervised construction, and managed budget). Served as first Chief Prosecutor and first Legal Advisor to the appointing authority (DerFest).
- 2000-2002 **Commanding Officer, 1<sup>st</sup> Recruit Training Battalion, Marine Corps Recruit Depot** San Diego, CA  
Commanded and directed training of over 3,000 recruits while leading approx. 50 officers and drill instructors tasked with mission of transforming civilians into Marines during 12-week recruit training program. Consistently achieved highest recruit performance metrics within Recruit Training Regiment.
- 1999-2000 **Circuit Judge, Atlantic Judicial Council, Navy-Marine Corps Trial Judiciary** Washington, DC  
Managed recruit handling of Navy and Marine Corps courts convened by mid-Atlantic commands (VA & MD); 3 active-duty & 3 reserve judges). Also served as Deputy Chief Judge of the Navy-Marine Corps Trial Judiciary comprising 13 circuits with global coverage. Managed launch, logistic support, training, and evaluations of over 35 military judges. Formulated legal faculty improved case tracking system. Judged complex joint civil and military with 50 appeal sit-reverts.

1998-2000 **Head, U.S. Negotiating Team** United Nations, New York, NY  
 Led U.S. interagency negotiating team through two years of periodic UN-sponsored negotiations to establish elements of crimes for offenses within the subject-matter jurisdiction of the International Criminal Court (Genocide, Crimes Against Humanity, and War Crimes). Chaired NATO experts' meeting that formulated concept and authored document that served as basis for negotiations. Personally recognized by Secretary of State and Secretary of Defense for successful results. Pursuant to request by Department of State, represented U.S. government in numerous other multilateral and bilateral negotiations including those yielding the Rome Treaty, the Ottawa Landmine Convention, the Terrorist Bombing Convention and Protocol II to the Hague Cultural Property Convention.

1998-2000 **Adjunct Professor, Georgetown Law Center** Washington, DC  
 Taught International Law of Armed Conflict to LL.M. and J.D. students. Frequent speaker at various fora including: American Univ, Harvard Univ, New York Law School, New York Univ, Cornell Univ Law School, George Washington College of Law, Army War College, Naval War College, National War College, Duke Law School, New England School of Law, Salzburg Law School, Max Planck Institute-Heidelberg, American Bar Association, Canadian Bar Association, American Academy of Arts & Sciences, Council on Foreign Relations, and American Society of International Law.

1997-1999 **Deputy Legal Counsel to the Chairman of the Joint Chiefs of Staff** Pentagon, Washington, DC  
 Provided legal counsel to Generals Shalikashvili and Shelton for arms control and law of war matters as well as air and space law, weapons of mass destruction, foreign military sales and other issues. Represented Chairman in interagency working group meetings involving DoJ, DoS, CIA, DoE, and NSC.

1996-1997 **Branch Head, Law of Armed Conflict Branch, Navy JAG** Pentagon, Washington DC  
 Authored/coordinated Department of the Navy positions on national security law issues. Drafted speeches and legal opinions including DoD-mandated reviews of Navy and Marine Corps weapon systems. Authored key legal justification for use of force in response to terrorist attacks.

1993-1995 **Deputy SJA & Military Justice Officer** Iwakuni, Japan  
 Supervised or prosecuted all Marine Corps Air Station courts-martial. Advised on myriad base legal issues. Primary liaison with Japanese courts and prosecutor. Lead counsel in three successful premeditated murder prosecutions.

1992-1993 **Senior Defense Counsel** Iwakuni, Japan  
 Defended Marines in courts-martial at Marine Corps Air Station, Iwakuni and various other locations in East Asia when requested as Individual Military Counsel. Cases included attempted murder and rape.

1989-1992 **Special Assistant U.S. Attorney, Chief Trial Counsel & Chief Review Officer** Camp Lejeune, NC  
 Chief prosecutor for large Marine Corps Base. For civilian cases, worked under U.S. Attorney for Eastern District of North Carolina. Cases included larceny, child molestation, sexual harassment and homicide.

1988-1989 **Law Clerk, U.S. Ct. of Appeals, 2d Circuit** New York, NY  
 Drafted court opinions as intern in chambers of Judge J. Daniel Mahoney during third year of law school.

1987-1988 **Trial Counsel** Beaufort, SC (1988), New London, CT (1987)  
 Prosecuted cases at Marine Corps Air Station and Navy Submarine Base during law school summers.

1984-1986 **Commander and Executive Officer, Marine Rifle Company** Kaneohe Bay, HI  
 Trained, led and attended to general welfare of 175 Marines of Company G, 2d Battalion, 3d Marines. Completed two six-month deployments to Western Pacific.

1983 **Seamanship Instructor** Annapolis, MD  
 Instructed Naval Academy midshipmen in sailing and seamanship skills. Also supervised language study tour of West Germany for upper class midshipmen.

1981 **Intern, Office of the Chief of Naval Operations** Pentagon, Washington, DC  
 Drafted briefings and correspondence for Chief of Naval Operations while summer intern in Pentagon.

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#### Military Awards

Defense Superior Service Medal (2 awards), Legion of Merit, Defense Meritorious Service Medal (3 awards), Meritorious Service Medal (2 awards), Joint Service Commendation Medal (3 awards), Navy and Marine Corps Commendation Medal (4 awards), Joint Meritorious Unit Award (2 awards), Navy Meritorious Unit Commendation (2 awards), National Defense Service Medal (2 awards), Sea Service Deployment Ribbon (3 awards), Navy and Marine Corps Overseas Service Ribbon, Marine Corps Drill Instructor Ribbon, Korea Defense Service Medal, Global War on Terrorism Service Medal

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#### Other Awards, Honors, Activities

Career Military Lawyer of the Year Award, 1998; Major General George S. Prugh writing award; Senior Editor, Yale Law Journal; Director, State's Attorney Clinical Program; Finalist, Moot Court brief and oral argument competitions; National Society, Daughters of 1812 Prize for academic merit; Class of 1912 Prize for scholarship in political science;

Secretary of the Navy Distinguished Midshipman Award, Phi Kappa Phi (Academic Honor Society), Pi Sigma Alpha (Political Science Honor Society); Selected for Oswald Scholarship (2 yrs. study in foreign university) and Burke Fulbright Scholarship (2 yrs. graduate study); declined both to accept Fosted Legal Education Program Case Fellowship foreign language exchange trips to USSR & West Germany, 2007-2008 Who's Who in America (and others); Midshipman Battalion Council representative (2007 midshipman); League Honor Committee; Naval Academy Foreign Affairs Conference Delegate; Federative Society; (B)(6)

## Publications

- † *Military Commissions: Old Laws for New Wars, in* International Law Challenges: Honoring Security and Combating Terrorism 255-288 (2006)
- *Old Laws, New Wars: Law and Dilemma in an Age of Terrorism* 2004 *Temple National Yearbook of International Law* 151-160
- *Old Laws, New Wars: Law and Dilemma in an Age of Terrorism* 2004 *Temple National Yearbook of International Law* 151-160
- *The Role of Military Forces in Foreign Relations: Demilitarization, Intervention and the Security Council*, 64(2) *INTERNATIONAL AND COMPARATIVE CORPORATIONS REVIEW* 100-110 Via KLUWER (Heldberg Journal of International Law) 281 (2009)
- *Combating Terrorism: The Complexities of Moving from Law Enforcement to War*, in *NEW WARS, NEW LAWS: APPLYING THE LAWS OF WAR IN 21<sup>ST</sup> CENTURY CONFLICTS* 31 (David Wippman & Matthew Fungaiwa, eds., 2005)
- † *A General Introduction to the General Introduction: Admitting Principles Behind the International Criminal Court's Elements of Crimes*, in *ESSAYS ON THE ROMAN STATUTE OF THE INTERNATIONAL CRIMINAL COURT* (P. Lattanzi & W. Schabas, eds., forthcoming)
- *Combating Terrorism: Law Enforcement or War?*, in *TERRORISM AND INTERNATIONAL LAW: CHALLENGES AND RESPONSES*, 75 (2003) (Michael N. Schmitt, ed.)
- *International Criminal Law After Rome: Comments from a U.S. Military Perspective*, 64 *DETROIT UNIV. LAW & POLITICAL PROBLEMS* 119 (2003)
- *The International Criminal Court: Context, Perspectives and Prospects for Ratification*, 16 *N.M.L.S. JOURNAL OF HUMAN RIGHTS*, 512 (June, 2006)
- *Checks and Balances and Elements of Proof: Structural Pillars for the International Criminal Court*, 32 *CORBELL INTERNATIONAL LAW JOURNAL* 477 (1998)
- † *The Road to Law from Rome: Concerns Regarding the International Criminal Court*, 8 *U.S.A.P. JOURNAL OF LEGAL STUDIES* 33 (1999) (with Michael Lohr)
- † *Shaking Important Service Members: Discussion Under United States v. Tompkins*, 44 *TEMP. L. REV.* 387 (1997)
- *A Chain of Orders: Ignoring the Constitutional Rights of Servicemembers*, 1995 *ARMY LAW* 3 (Dec. 1996)
- *The Army Emergency Order: Suspense, Substantive and Questions of Responsibility*, 151 *MIL. L. REV.* 410 (1995) (back cover)
- † *Using International Law From Theory to Practice: The Role of Military Manuals in Defining the Law of Armed Conflict*, in *INTERNATIONAL LAW STUDIES* 199 (1991) (POLYGRAPHONAL-NAVAL OPERATIONS, vol. 64) (J. Robertson, Jr., ed.) (with W. Michael Reisman)
- *Rediscovering the Establishment Clause: Federalism and the Pathback of Incorporation*, 13 *DEPAUL LAW REVIEW* 119 (1997)



## WARREN LOCKETTE, MD

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### Professional Appointments

- 1984-1985 Medical Officer, David Grant USAF Medical Center, Travis Air Force Base, CA  
1984-1996 Adjunct Instructor, Physiology, University of Michigan Medical School, Ann Arbor  
1987-2000 Associate in Physiology and Neurosurgery, Wayne State University School of Medicine, Detroit  
1987-1992 Assistant Professor, Division of Endocrinology, Section Head, Hypertension Research, Wayne State University School of Medicine, Detroit  
1987-1999 Staff Endocrinologist, Veterans Administration Medical Center, Detroit  
1989-1993 Medical Officer, Naval Medical Research and Development Command, and Naval Special Warfare Center, United States Navy, San Diego  
1991-1993 Visiting Staff Endocrinologist, Naval Medical Center, San Diego  
1992-1997 Associate Professor, Endocrinology and Medicine, with tenure, Wayne State University School of Medicine, Detroit  
1998-present Adjunct Associate Professor, Department of Physiology, University of Michigan, Ann Arbor  
1997-2000 Professor of Endocrinology and Medicine, with tenure, Wayne State University School of Medicine, Detroit  
1998-2000 Special Projects Officer, Naval Special Warfare Command, San Diego (sabbatical leave)  
1999-2000 Visiting Scholar, Division of Nephrology, University of California, San Diego  
2000-2004 Special Assistant to the Commander, Naval Special Warfare Command, San Diego  
2000-2004 Professor, Neurosurgery, Wayne State University School of Medicine, Detroit  
2001-present Adjunct Professor of Medicine, University of California, San Diego  
2002-2009 Head, Clinical Investigations Department, Naval Medical Center, San Diego, CA  
2004-present Faculty fellow, International Affairs Group and International House, University of California, San Diego  
2009-present Director, Strategic Partnerships, U.S. Navy Fourth Fleet; Director, Core Research Laboratory, Naval Medical Center San Diego

### Education and Training

- 1973 University of Detroit High School, College Preparatory Honors  
1977 University of Michigan, B.S. in Physiology with High Honors & Distinction for Research  
1981 University of Michigan Medical School, Doctor of Medicine  
1981-1984 University of California, Resident in Internal Medicine  
1992-1993 U.S. Navy BUD/SEAL Phase II Training, Class 183, 1992; Open-circuit and LAR V dive qualified; Naval War College, Strategy and Policy  
1993 University of Utah Human Genome Summer Training Program  
2009 U.S. Navy Hyperbaric Medical Officer (R&T 00-10), OEA Armed Forces Medical Intelligence Course; Joint Special Operations Medical Officer Orientation Course (200410); Management of Casualties, U.S. Army Medical Command (6H-F26)  
2006 Community Management of Emerging Infectious Diseases, UCSF and USAID  
2008 Certificate in Tropical Medicine, Uniformed Services University of the Health Sciences

**Research:** Deployment and operational medicine, molecular biology of complex quantitative traits in indigenous populations; human performance in extreme environments; combat casualty care, stability and contingency operations; interventional health; adrenergic receptors and autonomic responses to stress

### Licensure:

Medical Licensure in Michigan (048082) and California (G48713); DEA License # BL1776713  
Certified: American Board of Internal Medicine (permanent)  
Basic and Advanced Cardiac Life Support; Advanced Trauma Life Support

### Honors and Awards

1973 University of Michigan Regents' Award  
1977 James B. Angell Scholar, University of Michigan  
1978 Medical Student Research Fellow, American Heart Association  
1980 Most distinguished paper, University of Michigan Medical Student Research Forum  
1981 Medical Student Research Fellow, American Heart Association  
1981 Dean's Award for the Most Outstanding Medical Student Research, University of Michigan Medical School  
1981 Henry J. Kaiser Foundation Merit Scholar  
1986-1991 Clinician Scientist Award, American Heart Association  
1987 Minority Faculty Research Development Award, Wayne State University Medical School  
1992-1997 Established Investigator Award, American Heart Association  
1994 Easterling Memorial Lecturer, National Kidney Foundation  
1995 Fogarty Minority Faculty International Research Fellow, National Institutes of Health  
2002 Roy Wilkins National Achievement Award for Distinguished Public Service, National Association for the Advancement of Colored People (NAACP) Annual Meeting  
2003 AOA Distinguished Alumnus Award, University of Michigan Medical School

### Ongoing Professional Memberships/Activities

NHLBI Working Group on Target Organ Damage in Hypertension  
Faculty Fellow, Woodrow Wilson Foundation, Princeton, NJ  
Visiting Faculty for Minority Serving Institutions and Universities, American Endocrine Society  
Member, American Physiological Society  
Manuscript Reviewer: American Journal of Physiology, Hypertension, Metabolism, and Journal of Vascular Biology and Medicine, American Journal of Hypertension, Nature Journals, and others  
Member, Special Emphasis Panels, National Institutes of Health, NHLBI, NIDDK, and NCRR.

### Previous Professional Memberships/Activities

Member, Clinical Cardiovascular Sciences Study Section, NHLBI, National Institutes of Health  
Member, Experimental Cardiovascular Sciences Study Section, NHLBI, National Institutes of Health  
Editor-in-Chief, Ethnicity & Disease  
Fellow, American Society of Vascular Medicine  
Fellow, Association for Academic Minority Physicians  
Fellow, American College of Physicians  
Member, Aerospace Medical Association/Aerospace Physiologist Society  
Member, American College of Sports Medicine  
Member, Association of Military Surgeons of the United States  
Member, Howard Hughes Medical Institute Student Biomedical Scholars Selection Committee  
Member, Cardiovascular Regulation I National Study Section, American Heart Association  
Member, Council for High Blood Pressure Research, American Heart Association  
Member, American Federation for Clinical Research  
Member, American Endocrine Society  
Federal Aviation Administration Flight Surgeon  
Member, State of Michigan Advisory Committees on Public Health (Osteoporosis; Adolescent Health)  
University Faculty Fellow in International Terrorism, Foundation for the Defense of Democracies

### University Service

1977-1999, Committee on Medical Student Research, University of Michigan Medical School  
1994-2002, Faculty Advisor, NCAA Division I Scholar-Athletes Advisory Council, Department of Intercollegiate Athletics, University of Michigan  
1996-1999, Minority Faculty Development Committee, Wayne State University School of Medicine  
1997-1999, Research Committee, Department of Medicine, Wayne State University  
1998-1999, Research Mentoring Committee, Wayne State University School of Medicine  
2004-Present, Faculty Fellow, International House and International Affairs Group, UCSD  
2005-2008, Principal Investigator, UCSD NIH Fogarty Training Program in International Health Disparities for Underrepresented Minorities  
2007-Present, Admissions Committee, UCSD M.D./Ph.D. NIH Medical Scientist Training Program  
2008-Faculty Advisor, Global Medical Brigades, UCSD/Honduras Sociedad de los Amigos  
2009-Faculty Advisor, UCSD Pre-dental/pre-medical society

### Navy-Related Duties

Member, Pharmacy and Therapeutics Committee, Naval Medical Center, San Diego  
Principal Advisor for Emerging Biomedical Technologies, U. S. Special Operations Command  
Principal Advisor, Flexible Response Unit, U. S. Special Operations Command  
Deputy Commander for Global Partnerships (Educational, Humanitarian, and Cultural Affairs), Fourth Fleet (Central and Latin America) [Continuing Promise 2008; 2009, 2010; Operation Unified Response, Haiti, 2010]

### Representative Previous Professional Activities

1984-1985, Committee on Sports Medicine, American Medical Association, Council on Scientific Affairs  
Chicago, IL  
1984-1987, Executive Committee, Health and Safety Programs, Southeastern Michigan Chapter, American Red Cross, Detroit, MI  
1985-1986, Visiting Scientist, NASA and Universities Space Research Association, Houston, TX  
1986-1987, Staff, NASA Life Sciences Strategic Planning Committee (Robbins Committee)  
1987-1991, Research and Development Committee, Veterans Administration Medical Center, Detroit  
1988, Curriculum Committee for Training in Internal Medicine, Wayne State University Medical School  
1991, Member, Biomedical Research Review Panel, Department of Defense  
1997-1998, Task Force on Safety in Competitive NCAA Collegiate Sport, University of Michigan Athletics Department  
1999-2002 Education Advisor, Board of Regents, Joint Special Operations Medical Training Program  
2000-2004, Junior Officer Selection Board, Naval Special Warfare Command  
2000-2004 Past Advisor, Program for Officer Professional Development and the Recruitment and Retention of Under-represented Minorities in Naval Special Warfare (SEAL Teams)  
2000-2004 Advisor, Biomedical Initiatives Steering Committee, Joint Special Operations Command

### Representative Teaching Experience and Invited Lectures

1975-1979, Teaching fellow in Human Physiology, Department of Physiology, University of Michigan Medical School, and Office of Minority Affairs, Undergraduate Programs, University of Michigan  
1984-1987, Instructor in Internal Medicine, University of Michigan, Henry Ford Hospital campus  
1985-Present, Instructor in Physiology 306 and 405, Research Methods, and Instructor in undergraduate and graduate human physiology, University of Michigan Medical School  
1987-1999, Faculty, Fellowship Training Program in Clinical Endocrinology, Division of Endocrinology, Wayne State University School of Medicine  
1987-2001, Instructor in cardiovascular physiology and clinical endocrinology, Second Year Medical Students, Wayne State University School of Medicine  
1995-2000, Faculty, NIH-sponsored Research Training in Otorhinolaryngology, Wayne State University School of Medicine  
1995-2002, Co-Investigator, NIH Minority Access to Research Careers, Wayne State University

- 1996-1998, Course director, Physiology 401, Ethnicity and Disease, or Pathophysiology and Survival, University of Michigan Medical School
- 1997-2002, Principal Investigator, NIH T35 Training Program, "Cardiovascular Physiology Research Opportunities for Underrepresented Minority Students," Wayne State University
- 1998, Visiting Professor of the American Endocrine Society for Minority Institutions: Montana State University
- 1999, Visiting Professor of the American Endocrine Society for Minority Institutions: University of New Mexico
- 2001, Visiting Professor of the American Endocrine Society for Minority Institutions: Trinidad State College, Colorado
- 2002, Visiting Professor of the American Endocrine Society for Minority Institutions: University of North Carolina, Pembroke
- 2002-2003, Visiting Professor, University of Michigan Department of Political Science, The Politics and Science of Bioterrorism (Host: Prof. R. Tanter)
- 2003, Visiting Professor of the American Endocrine Society for Minority Institutions: Jackson State College, Mississippi
- 2004, Visiting Professor of the American Endocrine Society for Minority Institutions: University of Guam
- 2004, Visiting Professor of Molecular Biology (invited), Sulaimania University, Irbil, Iraq
- 2005, Visiting Professor of the American Endocrine Society for Minority Institutions: Austin Peay State College, Tennessee
- 2005, Visiting Professor of the American Endocrine Society for Minority Institutions: Montana State University (encore)
- 2005, Visiting Professor of the American Endocrine Society for Minority Institutions: Truman College, Chicago, IL
- 2005, Woodrow Wilson Foundation Visiting Professor: Hampden-Sydney College
- 2007, Woodrow Wilson Foundation Visiting Professor: Russell Sage College
- 2007, Lecturer, Jack Ealy Latin America Seminar on Science and Journalism, Institute of the Americas
- 2008, Woodrow Wilson Foundation Visiting Professor: Elmhurst College, Illinois
- 2008, Lecturer, Jack Ealy Latin American Seminar on Science and Journalism, Institute of the Americas (encore)
- 2008, Global Medical Brigades in Honduras, sponsored by International House, UCSD
- 2009, Woodrow Wilson Foundation Visiting Professor: Centre College, Danville, KY
- 2009, Global Pandemics for Journalists, Institute of the Americas

**Publications (Original Research)**

1. Lockette, W.E., Webb, R.C., & Bohr, D.F. (1980) Prostaglandins and potassium relaxation in vascular smooth muscle: An index of Na-K ATPase. *Circ Res* 46, 714-720.
2. Webb, R.C., Lockette, W.E., Vanhoutte, P.M., & Bohr, D.F. (1981) Monovalent ion specificity of the electrogenic sodium pump in vascular smooth muscle. *Proc Soc Exp Biol Med* 166, 457-461.
3. Webb, R.C., Lockette, W.E., Vanhoutte, P.M., & Bohr, D.F. (1981) Sodium potassium adenosine triphosphatase and vasodilatation. In: P.M. Vanhoutte, (Ed.) *Vasodilatation II*. Raven Press, Belgium; 319-330.
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5. Lockette, W.E., & Webb, R.C. (1985) Vascular responses to sodium arachidonate in experimental hypertension. *Proc Soc Exp Biol Med* 178(4), 536-545.
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8. Lockette, W., Brennaman, B., & Otsuka, Y. (1987) Phorbol esters and vascular reactivity.

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12. Lockette, W., McCurdy, R., & Butler, B. (1989) Effects of 8-Br-cGMP on cation fluxes in cultured vascular smooth muscle cells. *Hypertension*, 13(6), II865-869.
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15. Zemel, M.B., Reddy, S., Shehin, S.E., Lockette, W., & Sowers, J. (1990) Vascular reactivity in Zucker obese rats: Role of insulin resistance. *J Vasc Med Biol*, 2(2), 81-85.
16. Lockette, W., Shepherd, N., Lyos, A., & Mers, A. (1991) Marked alterations in coriolis stress susceptibility in essential hypertension. *Am J Hypertens*, 4, 645-650.
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20. Freeman, K., Farrow, S., Schmaier, A., Freedman, R., Schork, T., & Lockette, W. (1995) A genetic polymorphism of the alpha-2 adrenergic receptor is associated with increased platelet aggregation, baroreceptor sensitivity, and salt excretion in normotensive men. *Amer J Hypertens*, 8, 863-869.
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29. Fox, W.C., & Lockette, W. (2003) Unexpected syncope and death during intense physical training: The evolving role of molecular genetics. *Aviat Space Environ Med*, 74, 1223-1230.
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39. Mackenzie, S., Vaitkevicius, H., Farrow, S., & Lockette, W. Genetic polymorphism of the chromosome 2 alpha-2 adrenergic receptor and diabetes in humans. (submitted)
40. Woodman, R., Brown, C., Lockette, W. Chlorthalidone decreases platelet aggregation and vascular permeability and promotes angiogenesis. *Hypertension* (submitted)
41. Sturdivant, E., Bertucci, W., Lockette, W. Effect of weight loss following bariatric surgery on autonomic responsiveness, *Am J Hypertension* (in preparation)
42. Woodman, R., Lockette, W. Effect of chlorthalidone on reactive oxygen species and vascular apoptosis. *Am J Physiol*, (in preparation)

#### Books, Chapters and Review Articles

1. Webb, R.C., Lockette, W.E., Vanhoutte, P.M., & Bohr, D.F. (1981) Sodium potassium adenosine triphosphatase and vasodilatation. In: *Vasodilatation II* (P.M. Vanhoutte, Ed.), Raven Press, Belgium, 319-330.
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7. Kernan, J., & Lockette, W. Diversity in Naval Special Warfare, U. S. Naval Proceedings (accepted)

#### Abstracts

1. Lockette, W.E., Webb, R.C., & Bohr, D.F. (1978) Prostaglandins and Na-K ATPase in vascular smooth muscle. *Fed Proc*, 37, 822.
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23. Farrow, S., Mers, A., Banta, G., & Lockette, W. (1990) Effect of yohimbine and desamino-8-arginine vasopressin on immersion-induced diuresis. *Aviat Space Environ Med*, 61(5), 497A.
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29. Farrow, S., & Lockette, W. (1991) Effect of blood pressure on the diuresis and natriuresis induced by

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30. Lockette, W., Farrow, S., & Ghosh, S. (1991) Genetic polymorphism of the alpha-2 adrenergic receptor in hypertension in Blacks. *J Assoc Academic Minority Physicians*, 2(4), 182.
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33. Lockette, W., Shepard, N., Boisnier, T., MacKenzie, S., & Miles, P. (1992) Motion sickness is associated with a genetic polymorphism of the alpha-2 adrenergic receptor. *Aviat Space Environ Med*, 63(5), 391.
34. Baker, S., MacKenzie, S., Miles, P., Tranchida, P., & Lockette, W. (1992) Comparison of single locus and multilocus gene probes in DNA fingerprinting. *Aviat Space Environ Med*, 63(5), 394.
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39. Lockette, W., & Farrow, S. (1993) Characterization of a genetic polymorphism associated with the development of motion sickness. *Aviat Space Environ Med*, 64(5), 454.
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43. Charpie, J., DiPiero, A., Lockette, W., & Webb, R.C. (1994) Relaxation to nitric oxide is partially cGMP-independent in isolated rat tail artery. *Hypertension*, 24, 391A.
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46. Spalding, A., Freeman, K., Schmaier, A., & Lockette, W. (1996) Mechanism of epinephrine-induced platelet aggregation. *FASEB*.
47. Vaitkevicius, H., Farrow, S., & Lockette, W. (1997) Titratable acid excretion correlates with renal calcium and sodium excretion in man. *Am J Hypertens*, 10;4(Part 2):100A.
48. Finley, J.C., O'Leary, M., Maasdam, M., Farrow, S., Lawends, B., Wester, D., & Lockette, W. (1997) Increased coriolis stress susceptibility is associated with increased susceptibility to orthostatic stress. *Aviat Space Environ Med*, 68(7), 646A.
49. Vaitkevicius, H., Spalding, A., Farrow, S., & Lockette, W. (1997) Titratable acid, sodium, and calcium excretion, and  $\text{Na}^+/\text{H}^+$  antiport are decreased in Blacks. *J Assoc Acad Minority Physicians*, 8(4):X.
50. Turner, R., Spalding, A., Vaitkevicius, H., Farrow, S., & Lockette, W. (1997) Thrombosis and vasospasm in Blacks: A role for chloride? *Assoc Acad Minority Phys*, 8(4):XI.
51. Dill, S., MacKenzie, S., & Lockette, W. (1997) A potential mechanism for heritable hyperinsulinemia in Blacks. *J Assoc Acad Minority Phys*, 8(4):XIII.
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*Am J Physiol Heart Circ Physiol*, 284(1):H1000.

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52. Witt, B., Vankeveldus, H., & Lockette, W. (1999) Titratable acid excretion is diminished during exercise. *Med Sci Sports Exerc*, 31(5) supplement.
53. Vaitkevicius, H., & Lockette, W. (2000) Verification of a model to estimate iono exchange activity in intact platelets. *FASEB J*, 14(4), A352.
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55. Mabon, R.T., Stafford, C., & Lockette, W. (2001) Effect of intravascular volume expansion on measurements of airway resistance. *Am J Resp Care Med*, 163(5), A420.
56. Fox, W.C., Hall, G., Hall, E., & Lockette, W. (2003) Cardiovascular baroreceptor cardiac susceptibility to hypotension in man. *Aviat Space Environ Med*, 74(9), 431A.
57. Clark, J., Farrow, S., & Lockette, W. (2003) Carbonic anhydrase and the potentiation of platelet aggregation by epinephrine. *FASEB*, 17(4), A690.
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59. Wisbach, G., Spalding, A., & Lockette, W. (2005) Modulation of Bezold-Jarisch reflex mediates the response to hemorrhagic shock. *FASEB annual meeting*.
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61. Clark, J., Vaitkevicius, H., & Lockette, W. (2005) A model of carbonic anhydrase-dependent iono exchange in platelets. *FASEB annual meeting*.
62. Branstedt, D., & Lockette, W. (2005) Altered vascular reactivity in genetically hypertensive rats carrying a segment of chromosome 4 from normotensive Brown Norway rats. *FASEB annual meeting*.
63. Woodman, R., VanAlken, J., & Lockette, W. (2006) Chlorothalidone inhibits angiotensin-induced apoptosis in vascular smooth muscle. *FASEB annual meeting*.
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66. Hanson M., Claassen K., Riffenburg R., Lockette, W. (2010) Hemostatic Therapy with Tranexamic Acid is Superior to Factor VIIa in a Rat Model of Hemorrhagic Shock. Submitted, American College of Surgeons Annual Meeting.

#### Students Trained in Lockette Laboratory:

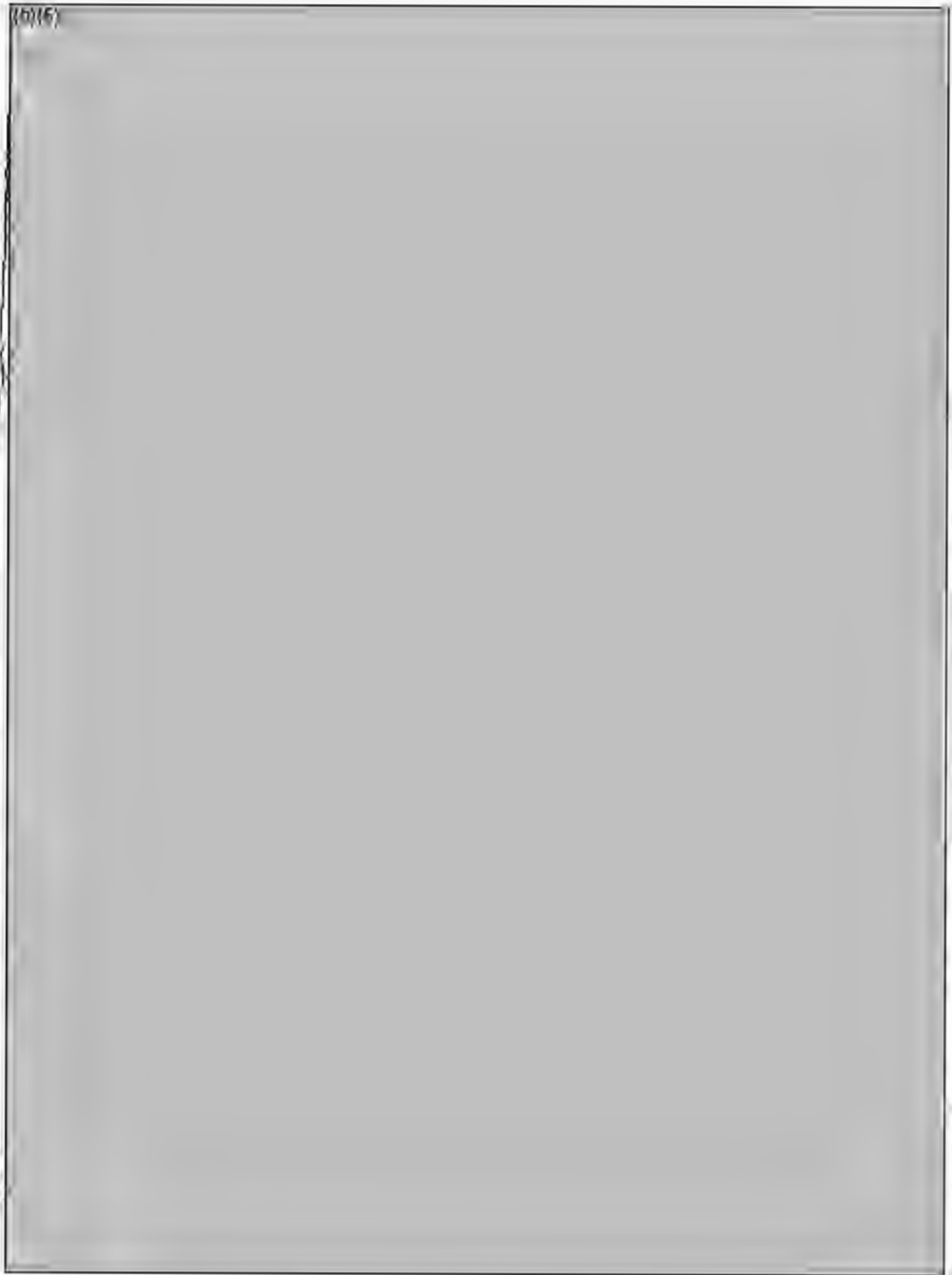
Breakdown of Trainees:

- 5) postdoctoral trainees (including undergraduates)
- 2 postdoctoral trainees
- 4 students currently/most recently being mentored:
  - 1 postdoctoral
  - 1 postdoctoral

Most Recent Undergraduate/Medical Student Trainees

(None)





# Michael Lumpkin

(b)(6)

Highly qualified "C-Suite" professional with extensive international, military, business and strategic planning experience. Adapts easily to vibrant environments with a clear and mature approach to resolving the most critical and urgent issues. Possesses a proven ability to navigate complex and sensitive issues to ensure mission accomplishment. An easy going and cooperative demeanor that belies exceptionally strong leadership and team building skills built on 21 years as a Special Operations Officer assigned to various Areas of Operation around the world.

## PROFESSIONAL EXPERIENCE

### **Deputy Chief of Staff for Operations**

August 2010 - Present

Department of Veterans Affairs (VA); Washington, DC

- Oversees the day to day operation of the second largest federal department.
- Effectively advises Senior VA Leadership on Department-wide management, strategy, and related issues.
- Constantly synthesizes and maintains expertise in key issues across VA to expertly deliver strategic perspectives and accurate assessments that lead to informed decisions on policy and programs.
- Serves as the Department's operational liaison with the White House.
- Conducts daily liaison with other agencies' leadership in support of Departmental objectives.
- Led several Internal Departmental Task Forces in order to provide immediate effective action to cross cutting programmatic challenges.
- Serves as Acting Chief of Staff as required.

### **Director of Business Development**

April 2008 - August 2010

Aardvark Tactical, Inc. (ATI); LaVerne, CA

- Responsible for the development of all revenue streams and associated Profit and Loss for the \$150 M/year company.
- Supervised a national corporate branding and marketing efforts.
- Managed a 30 person national Business Development force.
- Initiated and developed all tactical integration projects to support law enforcement and Department of Defense.

### **Technical Analyst - Consultant**

July 2005 - August 2010

O'Garra Training and Services; San Diego, CA

- Supervised technical research and doctrine development for US Special Operations Forces in support of training and warfighting efforts.

### **Naval Officer**

October 1986 - September 2007

Department of the U.S. Navy

- Retired at the rank of Commander.
- Qualified as both Navy SFA and Surface Warfare Officer.

## **SPECIFIC MILITARY ASSIGNMENTS**

**Congressional Liaison Officer**  
**US Special Operations Command; Washington, DC**

**July 2006 – September 2007**

- Represented US Special Operations Command interests on Capitol Hill.
- Scope of responsibility included the House of Representative and the Senate in both authorizations and appropriations.

**Commanding Officer**  
**Special Boat Team TWELVE; Coronado, CA**

**August 2004 – July 2006**

- Responsible for all aspects of equipping, training, and readiness of US Special Operation Command combatant craft assets to US Central Command and US Pacific Command.

**Deputy Commander**  
**Combined Joint Special Operation Task Force; Arabian Peninsula, Iraq**

**March 2004 – August 2004**

- Responsible to the Commander for daily operations of over 2000 Joint Special Operation Forces in Iraq located in over 40 locations.
- Principal planner for the establishment of the personal security detail for the Interim Iraqi Government.
- Served as the Acting Commander as necessary.

**Operations Officer**  
**Naval Special Warfare Group ONE; Coronado, CA**

**February 2003 – March 2004**

- Planned and oversaw the execution of all Naval Special Warfare operations and activities in US Central Command and US Pacific Command.
- Deployed multiple times in support of Operation Iraqi Freedom and Operation Enduring Freedom to Iraq, Afghanistan, Horn of Africa and Philippines.

**Officer in Charge**  
**Naval Special Warfare Group ONE Training Detachment; Coronado, CA**

**February 2001 – February 2003**

- Responsible for training and readiness of all four West Coast SEAL Teams.
- Managed thousands of high risk training events.
- Supervised more than 75 Navy SEAL Trainers.
- Deployed multiple times in support of Operation Iraqi Freedom and Operation Enduring Freedom.

**Commanding Officer**  
**Naval Small Craft Instruction and Technical Training School; Stennis Space Center, MS**

**February 1999 - February 2001**

- Responsible for stand-up and establishment of the Command.
- Developed curriculum in both Spanish and English in support of US Southern Command's Theater Engagement Plan.
- Responsible for all aspects of the Command.

**Executive Officer**  
**Special Boat Unit TWELVE; Coronado, CA**

**August 1997 – February 1999**

- Responsible to the Commanding Officer for the daily operations of the command.

**Force Protection Officer/Special Operations Forces Liaison**  
**Commander, THIRD Fleet; Coronado, CA**

**December 1995 – August 1997**

- Responsible for the Force Protection Training and Readiness of THIRD Fleet.
- Developed training plans and operations to support the Fleet.

**Operations Officer**  
**Special Boat Unit TWENTY-SIX; Republic of Panama**

**September 1992 – June 1994**

- Responsible for the planning and execution of all combatant craft operations in US Southern Command.
- Deployed multiple times throughout US Southern Command.

**Current Operations Officer**  
**Naval Special Warfare Unit EIGHT; Republic of Panama**

**September 1991 – September 1992**

- Responsible for successful execution of Naval Special Warfare operations and Joint Combined Exercises for Training in US Southern Command.
- Managed the support and coordination of all ongoing SEAL operations in Theater.

**Assistant Platoon Commander/Platoon Commander**  
**SEAL Team FOUR; Norfolk, VA**

**October 1989 – September 1991**

- Served as both Assistant Platoon Commander and Platoon Commander for DELTA Platoon.
- Deployed to numerous countries in Central and South American to conduct Foreign Internal Defense, Counternarcotics and Counterinsurgency Operations.

**1<sup>st</sup> Division Officer/Auxiliaries Division Officer**  
**USS Vancouver (LPD-2); San Diego, CA**

**June 1987 – April 1989**

- Managed the personnel and equipment in both divisions at different periods.
- Served as Communications Security Officer.

## EDUCATION

**Master of Arts, National Security Affairs**  
**Naval Postgraduate School.**

**1994 – 1995**

**Bachelor of Arts, Anthropology**  
**University of California, San Diego, CA.**

**1982 – 1986**

## **MILITARY SPECIFIC EDUCATION**

- Surface Warfare Officers School, 1987
- Sealed Authentication/Emergency Action Planning, 1988
- Communications Security Officer, 1988
- Underwater Demolition/SEAL Training, 1989
- Army Airborne, 1989
- Diving Supervisor, 1990
- Security Manager, 1993
- Anti-Terrorism Train the Trainer Course, 1996

## **MILITARY AWARDS AND QUALIFICATIONS**

- Defense Meritorious Service Medal
- Meritorious Service Medal (7 awards)
- Navy and Marine Corps Commendation Medal (2 awards)
- Joint Service Achievement Medal (2 awards)
- Navy and Marine Corps Achievement Medal (3 awards)
- Meritorious Unit Commendation (2 awards)
- Combat Action Ribbon
- National Defense Service Medal (2 awards)
- Armed Forces Expeditionary Medal
- Afghanistan Campaign Medal
- South West Asia Service Medal
- Iraq Campaign Medal
- Korean Service Medal
- Humanitarian Service Medal
- Global War on Terrorism Expeditionary Medal
- Global War on Terrorism Service Medal
- Sea Service Deployment Ribbon (7 awards)
- Navy Pistol Expert Medal
- Navy Rifle Expert Medal
- SEAL Warfare Insignia
- Surface Warfare Insignia
- Navy Command at Sea pin
- Navy Shore Command pin
- Navy Parachutist Gold Wings
- Combatant Craft Patrol Officer pin

## **OTHER AWARDS AND QUALIFICATIONS**

American Field Service Scholarship as Foreign Exchange Student to New Zealand (One year program), 1981

Recognized by the Armed Forces Preparedness Association for "Outstanding Contributions in Counternarcotics Operations", 1991

Subspecialty in Special Operations/Low Intensity Conflict, 1995

Subspecialty in Western Hemisphere Operations, 1994

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(b)(6)




**OTHER**

Democratic Candidate for the US House of Representative (CA-52) in 2008.

Michael Lumpkin - 22 December 2010

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**NATIONAL SECURITY, GOVERNMENT AFFAIRS AND LEGAL EXECUTIVE** with chief of staff skills. 11+ years of government experience at the local, state and federal level; keen understanding and experience with the Department of Defense, national security issues and the United State Congress; tremendous insight and a wealth of experience at the highest levels of government; skilled at determining the vast legal and political implications of legislation and oversight of an industry or issue before the Congress or the Executive Branch.

### **SUMMARY OF QUALIFICATIONS**

- Senior Member of the Department of Defense Leadership
- Experience "on the front lines" in the Department of Defense, with the United State Congress.
- Leader of large and dynamic staff of dedicated military and civilian personnel advancing the priorities and positions of the Department of Defense.
- Led the Department of Defense's development of its annual legislative program and its compliance with intense Congressional oversight requests.
- Served in critical legal positions providing astute advice on complex and difficult issues to key decision makers.
- In-depth understanding and experience with a wide variety of state and local government issues.

### **PROFESSIONAL EXPERIENCE**

#### **Present**

*Assistant Secretary of Defense for Legislative Affairs (Acting), Department of Defense*

- Serves the Secretary and Deputy Secretary of Defense to coordinate legislation, and promote the policies, strategies and budget of the Department of Defense with the United States Congress.
- Leads a large dynamic staff of military and civilian professionals advancing the policies and priorities of the Department of Defense.
- Integrates multiple disparate organizations with competing equities to develop innovative and successful solutions.
- Liaisons with the Department's Senior Leadership, the White House and other federal agencies on all matters pertaining to the United States Congress.
- Oversees and synergizes all four Service and Joint Chiefs of Staff engagements promoting senior leadership's agenda with Congress, within the Administration, and across the entire Department.
- (b)(6)

#### **April 2006 – April 2008**

*Director of the Office of Legislative Counsel (OLC), Department of Defense*

- Provided the Office of Legislative Affairs and the Office of the Secretary of Defense with legal advice and guidance on complex and difficult issues pertaining to Congress including leading the Department's compliance with Congressional oversight requests.
- Transformed and led the annual development of the Department of Defense's legislative program, including such tasks as developing, coordinating, and submitting to the Congress the largest and most complex piece of legislation in the Federal Government, the National Defense Authorization Act (NDAA).
- Liaised directly with the Department's leadership, including such individuals as the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and each Service Secretary, on all matters pertaining to the NDAA.
- Conducted and facilitated legal and policy reviews of all Department legislation, in addition to all Congressional requests for official views on pending legislation.



- Represented the Department and the Office of the General Counsel in various dealings with executive White House, Office of Management and Budget, and other Federal agency officials in matters pertaining to legislation.

**May of 2005 – June 2006**

*Special Assistant the Assistant Secretary of Defense for Legislative Affairs (ASDLA)*

- Communicated with relevant Committees and Members of Congress all aspects of the Department's detainee policies including: Combatant Status Review Tribunals, Administrative Review Boards, Military Commissions, and the Guantanamo Bay detention facility;
- Communicated with relevant Committees and Members of Congress all investigations and Special Commissions undertaken by the Department and/or Congress;
- Coordinated all legal matters affecting the Department with the Office of General Counsel, the Department of Justice and other Federal agencies.

**November 2004 – February 2005**

*Associate Legal Counsel to the 55<sup>th</sup> Presidential Inaugural Committee*

- Prepared, reviewed and negotiated multi million dollar contracts for the inauguration.
- Provided legal and policy advice to event teams, event security and contractors for major events including: the Inaugural Parade, the Salute to the Military Gala at the MCI Center and the Youth Gala at the D.C. Armory.
- Provided legal and policy advice to the Presidential Inaugural Staff on employment policies and procedures.

**August 2002 – April 2004**

*Assistant District Attorney Montgomery County, Trade Division Major Crimes*

- Prepared and prosecuted criminal cases from initial charging of the defendant to the case's final disposition.
- Crimes successfully prepared and prosecuted include: Murder, Attempted Murder, Aggravated Assault, Robbery, Burglary, Driving Under the Influence and Homicide by Vehicle.
- Prepared and provided legal memorandums and motions for various court proceedings.
- Provided legal advice to local and state law enforcement officers on various areas of criminal law.
- Counseled and interviewed victims, witnesses and law enforcement officials for court proceedings.

**June 1997 – August 2002**

*Special Assistant to the Pennsylvania Senate Appropriations Committee (Democrat)*

- Worked with members of Congress in the House and Senate to facilitate and initiate funding and legislation for a wide range of issues affecting the Commonwealth.
- Provided research and analysis to members of the Appropriations Committee on the state budget and proposed legislation.
- Interacted with local, state and national media on issues and projects affecting the Commonwealth.
- Assisted Members in addressing the needs and concerns of citizens, private and public agencies and local governments on a wide range of issues including public safety, education and economic development through the management of legislation and state funding.

**EDUCATION**

**UNIVERSITY OF PENNSYLVANIA**

**FELS CENTER OF GOVERNMENT**

Masters in Government Administration

(b)(6)

Dean's List: Fall Semester 1997, Spring Semester 1998, 2002

*September 1998-May 2002*

TEMPLE UNIVERSITY BEASLEY SCHOOL OF LAW

September 1999-May 2002

Juris Doctorate (JD)

Dean's List: Spring Semester 2000, 2001, 2002

THE PENNSYLVANIA STATE UNIVERSITY

September 1993 - May 1997

Bachelor of Arts Political Science (BA)

(b)(6)

### PROFESSIONAL EDUCATION/TRAINING

- Harvard University Kennedy School of Government, Leadership for the 21<sup>st</sup> Century;
- Judge Advocate General's School, U.S. Army 3D Ethics Counselor Course;
- Judge Advocate General's School, U.S. Army 32D Fiscal Law Course;
- Pennsylvania District Attorney Association's District Attorney School, and
- Clinical Student with United State Attorney, Eastern District, Criminal Division

### AWARDS/HONORS

- Youngest serving member of the Senior Executive Service in the Department of Defense
- Office of the Secretary of Defense Medal for Exceptional Public Service
- Young Alumni of the Year (2008), Pennsylvania State University Department of Political Science
- Recipient of the Philadelphia Business Journal 40 Under 40 Award
- Recipient of the Pennsylvania State University Scholar Athlete Award for Academic Excellence from the Student Advisory Board
- Member of the 1995 Rose Bowl Championship Team
- Member of the 1995 Big Ten Conference Championship Football Team

### ACTIVITIES

- Licensed to practice law in Pennsylvania and New Jersey
- Member of the Pennsylvania State University Football Letterman's Club
- Member of the Pennsylvania State University Alumni Association
- Member of the Grand Lodge, F.A.A.M., Joppa Lodge No. 35
- Member of the Knights of Columbus
- Membership in the Phi Delta Phi International Legal Fraternity
- Membership in the Phi Sigma Alpha Political Science Honor Society
- Membership in the Golden Key National Honor Society

## Robert Martinege

(1998)

### EDUCATION

- B.A. *cum laude*, Dartmouth College, 1991
- M.A., The Fletcher School of Law and Diplomacy—Tufts/Harvard University, 1993
- Classified training courses on nuclear weapons and ballistic missile technology, Department of Energy and Central Intelligence Agency, 1992–1993

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### HIGHLIGHTS

- More than 14 years of experience designing, conducting, and analyzing wargames for, and providing senior-level analytic support to, the Department of Defense (DoD). Lead analyst on over 40 wargames and numerous studies focused on special operations, irregular warfare, conventional operations in high-end threat environments, and strategic deterrence and warfare.
- Recently completed a series of four portfolio-rebalancing exercises for the Office of the Secretary of Defense (OSD) to examine how the joint force might be shaped, sized, and postured over the next 20 years to better address emerging national security challenges. Analyzed tradeoffs among competing investments/investments in research and development, force structure, procurement, basing, and training and education.
- Authored *Special Operations Forces: Future Challenges and Opportunities* (2008), which has received senior-level attention within US Special Operations Command and prompted an invitation to testify before the House Armed Services Subcommittee on Terrorism, Unconventional Threats and Capabilities in March 2009.
- Authored *The Global War on Terrorism: An Assessment* (2007), which was highlighted by the Council on Foreign Relations as a “must read” and briefed to senior staffers from relevant committees of the US House of Representatives and US Senate.
- Co-authored with Michael G. Vickers two classified monographs on transformation strategy that were circulated widely among senior OSD officials in preparation for the Quadrennial Defense Reviews in 2001 and 2006.
- Member of the CSBA-led “red team” assessment of the 2006 QDR, which combined the expertise of CSBA staff with the professional judgment and expertise of retired flag-rank officers to provide an independent, alternative examination of the issues raised in the review.

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### CURRENT POSITION

**Deputy Vice President for Strategic Studies, Center for Strategic and Budgetary Assessments (CSBA), Washington, DC**

- Since February 1997, responsible for carrying out a broad research program on defense strategy and planning, military modernization, and future warfare for government, foundation, and corporate clients. Assisted management of CSBA’s wargaming program, which includes approximately 12 major activities per year, in 2007.
- Designed and developed the *Pacific Vision 2008* wargame for US Pacific Air Forces (PACAF), which has been highly acclaimed by the Commander PACAF and Commander US Pacific Command.

- Conducted a series of four SOCOM-hosted wargames on special operations: two focused on strategy for the war on terrorism and its implications for the composition, size, and regional orientation of US special operations forces; and two focused on unconventional warfare.
- Played a key role in designing and developing four OSD-sponsored wargames in 2007-2008 on stability operations, partner capacity building, counter-insurgency, and irregular warfare more broadly.
- Collaborated closely with Michael G. Vickers on a now-classified report for OSD in 2006 that focused on capabilities and capacities for defeating Salafi-Takfiri/Khomeinist terrorist groups, as well as for hedging against the potential rise of China as a military competitor. Co-led a 2002-2003 USBA study effort, commissioned by the Deputy Secretary of Defense, focused on the development of a long-term strategy for prevailing in the Global War on Terrorism. Served on a 2001 summer study that examined sources of US military advantage for the Under Secretary of Defense for Policy.
- Co-authored several USBA monographs with Michael G. Vickers, including the *The Revolution in War* (2004), which detailed the brights of the revolution in military affairs, examined key technological trends, and projected how the conduct of war may change over the next two decades; and *The Future of Intractable Conflict* (1997), which examined potential changes in the character, duration, intensity, and international political consequences of intrastate conflict.
- Consultant to the Defense Advanced Research Projects Agency (DARPA) since 2001.

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#### PREVIOUS EXPERIENCE

##### November 1993-February 1997, Science Applications International Corporation, McLean, VA

- Worked on contracts for OSD, the Central Intelligence Agency, and the Department of Energy. Primary responsibility was developing, conducting, and analyzing future warfare wargames. Directed a research project that examined the potential implications of the proliferation of weapons of mass destruction (WMD) on the power-projection capabilities of US military forces.
- Provided analytic and research support to the Intelligence Community on a range of topics and contributed to the development of a computerized tool for modeling and analyzing complex networks.

##### May-August 1992/May-November 1993, Intern/Action Officer, US Department of State, Washington, DC

- Worked in the Office of Weapons Proliferation on missile technology counter-proliferation. Served as a special assistant to the chairman of the interagency Missile Technology Export Control (MTEC) group. Responsible for obtaining missile technology end-use assurances from foreign governments, drafting US government demarches to countries of missile proliferation concern, working with the Intelligence Community to uncover proliferation activity, coordinating interdiction efforts with friendly governments, and conducting diplomatic information exchange with the partner countries of the Missile Technology Control Regime (MTCR).
- Contributed to the formulation of US export control policy on space launch vehicle technology. Conducted special research projects at the personal request of the Assistant Secretary of State for Political-Military Affairs.

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(b)(6)

## RESUME

**Jose Santos Mayorga, Jr.**

(b)(6)

### PROFILE:

- Approximately 24 years of civilian experience as a Petroleum Engineer in leadership positions regulating the oil and gas industry in Texas.
- Over 9 years of active military experience (33 years total including simultaneous membership in the National Guard) as an engineer and infantry officer attaining the rank of Major General and culminating as Commanding General of the 36<sup>th</sup> Infantry Division and Adjutant General for the State of Texas.
- Registered as a Professional Engineer in the State of Texas.
- (b)(6)

### Education:

Master of Strategic Studies	U.S. Army War College, Carlisle, PA	2001
Master of Business Administration	Hardin-Simmons University, Abilene, TX	1989
Bachelor of Science in Civil Engineering	Texas A & I University, Kingsville, TX	1977

### Experience:

**April 2009 -- Present**  
**Commander and Adjutant General**  
Texas Military Forces  
P.O. Box 5218  
Austin, TX 78763-5218  
Number of Employees: ~25,000

(b)(6)

Hours: 60/week  
Annual Budget: \$600M

### Duties and Accomplishments:

As Commander of the Texas Military Forces and Adjutant General for the State of Texas, I am responsible to the Governor of Texas for providing ready trained forces of the Texas Army Guard, the Texas Air Guard, the Texas State Guard, and the Adjutant General's Department, better known as the Texas Military Forces, in support of state operations. I am also responsible to the President of the United States for providing ready trained forces of the Texas Army Guard and the Texas Air Guard in support of federal missions. I am responsible for the readiness, training, health and welfare of approximately 25,000 military service members, federal technicians, and state employees and a budget in excess of \$600 million.

Since appointed as Adjutant General of the Texas Military Forces in April 2009 we have deployed approximately 5,000 (over 12,000 since August 2007) service members to Operations Iraqi Freedom and Enduring Freedom in the US Central Command Area of Focus and supported additional missions in the US Southern Command, US Pacific Command and US European Command Areas of Focus. We formalized a new State Partnership with the Republic of Chile in 2009, continued the existing State Partnership with the Czech Republic, conducted over 50 military-

to-military engagements with each country, and trained numerous CH-47 Chinook pilots of the Singapore Air Force through Operation Peace Prairie. In addition to the continuous counterdrug support to federal agencies with our Joint Counterdrug Task Force, we deployed 286 personnel out of 1,200 personnel authorized by the US President to support DHS's Customs and Border Protection agents in securing the US/Mexico border and which our personnel have been attributed with the seizure of over 3,600 lbs of drugs and the apprehension of over 600 illegal immigrants to date. The Texas Military Forces have provided over 45,000 person-days of Defense Support to Civil Authorities (DSCA) during State emergencies for hurricane, flood, wildfire and ice storm support. Texas State Guard personnel provided invaluable support to the State by planning, coordinating and executing, in conjunction with the Department of State Health Services, the largest humanitarian assistance exercise in the nation by providing over 55,000 medical services to approximately 13,000 uninsured Texas residents along the Lower Rio Grande Valley each year in 2009 and 2010. I resourced Texas's Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Enhanced Response Force Package (CERFP) for success and validated it as capable of responding to a CBRNE event for the first time since its inception in 2005. Texas's Civil Support Team continued its validation as a first response force capable of identifying hazardous substances during an emergency event. Through Texas's National Guard Challenge Program, we graduated approximately 400 at-risk youths with a high school diploma. These at-risk youths have dramatically changed their lives and have gone on to lead productive lives to include service in the armed forces. I worked with staff to develop the first ever Joint Strategic Plan with the vision and value-based metrics to poise the Texas Military Forces for success for the next 20 years. We competed in the Army's Community of Excellence Program and attained 1<sup>st</sup> and 2<sup>nd</sup> Place in the Gold Division in 2010 and 2011, respectively.

**August 2007 – April 2009**  
**Commanding General**  
36<sup>th</sup> Infantry Division  
P.O. Box 5218  
Austin, TX 78763-5218  
Number of Employees: ~15,000

(b)(6)

Hours: 60/week  
Annual Budget: \$400M

**Duties and Accomplishments:**

As the Commanding General for the division, I commanded and controlled (C2) over 15,000 soldiers in the division's headquarters and seven major subordinate commands and administered a budget of approximately \$400 million. I served as the principal advisor to the Adjutant General of the Texas Military Forces on employment of the division on state and federal missions. I trained and prepared forces for deployment to Operation Iraqi Freedom and Operation Enduring Freedom. During fiscal years 2008 and 2009 we deployed over 7,500 soldiers on these two federal missions. The division also provided approximately 115,000 person-days of state and federal active duty to provide humanitarian assistance and disaster relief during hurricanes Dolly, Eduard, Gustav, and Ike and year round DSCA for floods and wildfires. I had C2 of the support to the Customs and Border Protection along the US/Mexico border during Operation Jump Start through July 2008. In preparation for a potential deployment of the division headquarters, I served as the Combined Force Land Component Command (CFLCC) Commander in Honduras to US Southern Command's 2008 PANAMAX Exercise—a 20 nation Air, Land, and Sea exercise in the defense of the Panama Canal.

**September 2005 – August 2007**  
**Deputy Commanding General**  
US Army South  
2450 Stanley Road, Suite 700  
Ft. Sam Houston, TX 78234  
Number of Employees: 577

(S)(B)

Hours: 60/week  
Annual Budget: \$160M

**Duties and Accomplishments:**

As Deputy Commanding General (DCG) I was the principal assistant to the Commanding General (CG), US Army South for matters concerning the Command's support to forces throughout the US Southern Command's Theater of Operations, property maintenance and accountability, force and equipment readiness and deployability, budget administration, and reserve component related functions. I assisted the CG in overseeing 577 soldiers and civilian employees assigned to the Headquarters, approximately 2,500 total soldiers and civilians within the Area of Focus (AOF), 1 Forward Operating Sites, 2 forward deployed Joint Task Forces, and 26 Security Assistance Offices in 12 countries. I assisted the CG in administering a total annual budget of \$160 million. I coordinated support requirements for the Forward Operating Site in Colombia, Joint Task Force- Guantanamo in Cuba, and Joint Task Force-Bravo in Honduras.

I was responsible for prioritizing over 600 US Army South engagements: JAW US Southern Command's Theater Security Cooperation (TSC) Strategy. I assisted the CG in conducting TSC engagements and activities, which promoted regional stability and democratic values; supported the Regional War on Terrorism; and supported contingency operations and disaster relief/humanitarian assistance missions throughout the AOF. In the absence of the Commanding General, I assumed command of US Army South. I was responsible for day-to-day activities of the Main Command Post during the deployment of Operational Command Post. I served as the Co-Director for the Peace Keeping Operations Exercise in Guatemala in June 2006 and in Ecuador in 2007. I served as the CPLCC Commander in Honduras to US Southern Command's 2007 PANAMAX Exercise. I assisted the CG in overseeing the planning and execution of medical assistance exercises and school, clinic, water well, and road construction projects in the poor rural areas of our partner nations within the AOF. I interfaced with international officers from Latin America and assisted the CG in developing regional capabilities of our partner nations for response to regional problems. I served as the General Officer representing the Chief of Staff of the Army at funerals of soldiers killed in action in Operations Iraqi Freedom and Enduring Freedom. I coordinated the increased participation and support of Army National Guard and Army Reserve soldiers to US Southern Command's and US Army South's exercises, operations, and missions within the AOF. I coordinated the Command's efforts to effectively execute 100% of its \$160 million budget. I conducted numerous press conferences and live interviews, primarily in Spanish, within the AOF.

**November 1991 – September 2005**  
**Assistant Director, Oil & Gas Division, Field Operations**  
Railroad Commission of Texas  
1701 N. Congress  
Austin, TX 78712  
Number of Employees: 237

(S)(B)

Hours: 45-50/week  
Annual Budget: \$20M

**Duties and Accomplishments:**

I was responsible for administering the Commission's Well Plugging Program, which had an annual well plugging budget of approximately \$6 to \$8 million to plug between 1,300 to 1,600 oil and gas wells per year and I was responsible for overall field operations of the Commission's 9 district offices with a total budget of approximately \$20 million per year including the well plugging budget. I was responsible for a staff of 9 personnel in Austin and 228 personnel in the 9 district offices. My duties and responsibilities included 1.) effectively and efficiently administering the Commission's Well Plugging Program through the development of detailed program procedures including a well plugging priority system, an enforcement case versus state-funded well plugging decision matrix, and well plugging cost estimate tables to predict future costs and potential well plugging liability; 2.) protecting the State's surface and subsurface water resources, protecting mineral interest owners' correlative rights, and promoting public safety through the enforcement of the Commission's rules and regulations and the activities of the 9 district offices; and 3.) developing the Oil and Gas Division, Field Operations Section Strategic Plans, Legislative Appropriations Requests, Annual Budgets, Annual Oil Field Cleanup Fund Activity Reports, Quarterly and Annual Performance Measure Reports, and Monthly Statistical Reports that were submitted to the Commission, the Legislative Budget Board, and the Governor's Office. Over a fourteen year period, I was responsible for the proper plugging of over 20,000 inactive or abandoned oil and gas wells in the State of Texas to include approximately 200 bay and offshore wells—more than any oil and gas company. During the Legislative Session, I conducted bill analyses to determine the impact on Commission operations, provided input to fiscal notes, proposed legislation that enhanced our ability to conduct our mission more effectively and efficiently, and provided testimony to House and Senate Committees. I routinely made public presentations on the Commission's rules and regulations and on the Commission's Well Plugging Program to various groups including oil and gas associations and government officials from foreign nations.

September 1983 – October 1993  
Director, Abilene District Office  
Railroad Commission of Texas  
1701 N. Congress  
Austin, TX 78711  
Number of Employees: 21-27



Hours: 40/week  
Annual Budget: \$2M

**Duties and Accomplishments:**

I had overall responsibility of district operations and the oil and gas industry compliance with Commission rules. I supervised and managed a staff of 21 - 27 employees consisting of engineers, geologists, engineering specialists and technicians, and administrative personnel. My duties and responsibilities included resolving compliance issues with the oil and gas industry and recommending enforcement action to the Office of General Counsel when compliance was not achieved. They also included conducting and approving oil and gas production tests, approving well plugging procedures and reports, approving dual well completion reports, approving alternate casing programs for wells drilled without surface casing, proposing solutions to well blowouts and complicated industry well plugging operations, and writing reports on complicated water well complaints and water quality issues. A significant part of my duties and responsibilities also included the administration of the Abilene District's Well Plugging Program. This process involved making recommendations for plugging with State funds, soliciting bids, evaluating the bids, awarding the contracts, coordinating and witnessing the well plugging operations, approving the well plugging invoices, and preparing vouchers and well plugging summary reports. I was



responsible for all administrative actions regarding hiring, dismissal, disciplinary action, merit increase, promotion, and employee performance evaluation as well as responsible for all operational and logistical actions regarding personnel training, vehicle and equipment accountability and maintenance, and capital equipment procurement and expenditures.

**January 1982 - August 1983**  
**Engineer, San Angelo District Office**  
Railroad Commission of Texas  
1701 N. Congress  
Austin, TX 78711  
Number of Employees: None

(b)(6)

Hours: 40/week  
Annual Budget: \$0

**Duties and Accomplishments:**

I was responsible for conducting minimum production tests on gas wells; determining well plugging procedures and approving well plugging reports; and witnessing cementing operations for industry well plugging activities, surface casing jobs, and production casing jobs. I was also responsible for conducting drilling rig, lease, and gasoline plant inspections; investigating complaints and water quality problems; processing various Commission forms and reports; and generating correspondence to non-compliant oil and gas operators.

**April 1978 - December 1981**  
**Platoon Leader**  
**Section Chief**  
U.S. Army Engineer School  
 Ft. Belvoir, VA 22060  
Number of Employees: 35 (Plt Ldr), 5-7 (Section Chief)

(b)(6)

Salary: \$25,000.00/year  
Hours: 40/week

**Duties and Accomplishments:**

As a Platoon Leader of B Company, 11<sup>th</sup> Engineer Battalion, I was responsible for support of the US Army Engineer School. I supervised a platoon of 35 soldiers, including 5 first line supervisors, and accounted for over \$1,000,000 of construction tools, equipment, and vehicles. I conducted the design review, bill of materials preparation, detailed drawing preparation, and construction supervision, to include quality control, of post construction projects. I used the Critical Path Method (CPM) construction technique to monitor the progress and to manage the projects. I was also responsible for providing training to my personnel to insure my platoon maintained a high state of readiness and for supervising the maintenance of the platoon's resources (construction tools, equipment, and vehicles) so that they were available to support the Engineer School.

As the Section Chief for Military Occupational Specialty (MOS) 12F, Engineer Tracked Vehicle Crewman, in the Directorate of Training Development of the US Army Engineer School, I was responsible for developing training products affecting over 3,000 engineer soldiers in MOS 12F. I supervised a staff of 5-7 military subject matter experts and civilian education specialists. Collectively, we developed (write, reviewed, revised, edited, and approved all printed text and art) and validated (field tested for accuracy) all training products for MOS 12F, including the first edition of the Skill Qualification Test for these soldiers. Additionally, we reviewed and revised the Program of Instruction of the MOS 12F Resident Course. We coordinated the development of training packages for new equipment systems with the Directorate of Combat Developments. Additionally, I had the responsibility as the Army Assistant Contracting Officer Representative for training material developed by the Chrysler Corporation for existing engineer equipment systems.

## BG MICHAEL C. McDANIEL

(b)(6)

Dept. of Military & Veterans Affairs  
1433 N. Martin Luther King Jr. Blvd.  
Lansing, MI 48906  
(517) 481-7657

### EMPLOYMENT:

#### January 19, 2003 - Present

**Michigan Homeland Security Advisor** - Appointed by the Governor as her Advisor on Homeland Security, while serving as a Deputy Director of the Department of Military and Veterans Affairs. Serves as the liaison between the Governor's Office and all federal, state and local agencies on Homeland Security. Develop statewide policy on homeland security preparedness. Contribute the development of plans and training for homeland security on a statewide basis. Coordinate efforts to protect the state and its critical infrastructure from terrorist attacks, to ensure all state agencies have interoperable IT and communication systems, and to prepare for, prevent, and mitigate the consequences of terrorist threats or attacks.

**Assistant Adjutant General for Homeland Security** - Command and control of the Homeland Security Directorate, MI NG. Directorate includes Military Support to Civil Authorities, Joint Planning and Operations, the 1st WMD Civil Support Team, the Critical Infrastructure Site Assessment Team, the Reconnaissance & Interdiction Detachment (RAID) Team, the Exercise Planning Group, the Counter-Drug Division including the Drug Demand Reduction Program and the High Intensity Drug Trafficking Area Support, Anti-Terrorism and Force Protection, Emergency Communications, and the Michigan Volunteer Defense Force (500-member State Militia). Directly responsible for over 700 full and part-time soldiers and volunteers who serve as the "First Responders" for the Michigan National Guard.

#### December 1997 - January, 2003

**Assistant Attorney General for Litigation** - Executive Division, Michigan Department of Attorney General. Served on the Attorney General's Executive Team. Responsible for office management as well as special projects such as anti-terrorism legislation, creation of a habeas corpus prosecution team and supervising of business sales to minors. Reviewed and provided recommendations to the Attorney General on all civil and criminal actions proposed to be initiated by the Department in state or federal trial courts. Evaluated and provided recommendations to the Attorney General on all proposed settlements of every court case, as plaintiff or defendant. Responsible for implementing all advocacy, legal, and management training for the office. Determined assignments of litigation to the divisions within the office in all matters where the State, its agencies, or employees are named as defendants.

#### August 1988 - December 1997

Anti-Terrorism Division, Michigan Department of Attorney General.

#### January 1984 - August 1988

Natural Resources Division, Michigan Department of Attorney General.

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### CIVILIAN EDUCATION:

Homeland Security: Master of Arts in Security Studies, Naval Postgraduate School, Monterey, California, 2007

Strategic Studies: Master of Strategic Studies, Army War College, Carlisle, Pennsylvania, 2005

Law: Juris Doctor, Case Western Reserve University, School of Law  
Cleveland, Ohio, 1982

Undergraduate: Bachelor of Arts, St. Bonaventure University,  
St. Bonaventure, New York, 1979

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**PUBLIC AND PROFESSIONAL COMMITTEES AND ORGANIZATIONS**

2007 - Present **Chair, Department of Homeland Security, State, Local, Tribal and Territorial Government Coordinating Council (SLTTGCC) for the National Infrastructure Protection Plan.**

2007 - Present **Co-Chair, FEMA V, Regional Advisory Council**

2006 - Present Executive Committee, (elected position) **Governors' Homeland Security Advisors Council, National Governors Association. Chair, Infrastructure Protection Committee**

2006 - Present Advisory Council of the Michigan Intelligence and Operations Center

2005 - Present Michigan Public Safety Communications System Advisory Board (Gubernatorial appointment)

2003 - Present Executive Secretary, Michigan Homeland Protection Board (Gubernatorial appointment)

2007 - Present Michigan Citizen-Community Emergency Response Coordinating Council (Gubernatorial appointment)

2007 - Present Team Leader, Tactical Interoperability Communications Plan - Michigan

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**PUBLICATIONS:**

McDaniel, M & Ellis, C. (in press) The Beslan Hostage Crisis: a case study for emergency responders. *Journal of Applied Security Research*.

McDaniel, M., Shenouda, E., and Bustria, M. J. (2008). The functional desks as collaborative mechanisms in the Michigan Intelligence Operations Center. *Homeland Security Affairs*, 2. Retrieved November 25, 2008 from <http://www.hsaj.org/?article=supplement.2.4>.

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**ACADEMIC PROFESSIONAL EXPERIENCE:**

August 2002 - Present **Adjunct Professor, MSU College of Law  
Geoffrey Fieger Trial Practice Institute**

November 1996 - Present **Adjunct Professor, Thomas M. Cooley Law School  
Law of Homeland Security, Police and Civil Liability, and Military Law**

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**TRAINING ACTIVITIES, examples:**

Exercise Director, State of Michigan Involvement, Ardent Sentry 06 Exercise, DoD/NORTHCOM multi-state, multinational DSCA exercise, May 2006

Exercise Director, Operation Vigilant State, multi-jurisdictional MANPADS Exercise at Detroit Metro Airport, May 2005

Exercise Director & Joint Task Force Commander, RESCUER/MEDCEUR 04, EUCOM multinational exercise in Latvia, Lithuania, Estonia and Bulgaria, July 2004  
Faculty, National Association of Attorneys General Trial Advocacy Program 2001, 2002  
Faculty, Hillman Advocacy Program, 1998 - 2003  
Steering Committee, Hillman Advocacy Program, 2002  
Faculty, AG Deposition Skills Workshop, 1996  
Faculty, AG Trial Skills Workshop, 1992, 1994

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**MILITARY ASSIGNMENTS:**

2007 - Present **Brigadier General, Assistant Adjutant General for Homeland Security**  
2004 - 2007 **State Judge Advocate, COL, JFHQ, MI ARNG – Certified as Military Judge**  
1998 - 2004 **Command Judge Advocate, HQ STARC**  
1994 - 1998 **Commander, Det 1, HHC, 46th Bde, 38 ID (Mech)**  
1989 - 1994 **Trial Counsel, 46<sup>th</sup> Bde, 38 ID (Mech)**  
1985 - 1989 **Staff Judge Advocate, Camp Grayling Area Training Site**

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**MILITARY EDUCATION:**

July 2005 **Army War College**  
May 2000 **Military Judge Course**  
June 1997 **Command and General Staff College**  
June 1992 **Judge Advocate General Officer Advanced Course**  
June 1986 **Judge Advocate General Officer Basic**

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**HOMELAND SECURITY AWARDS:**

**The Zimbaro Award for Academic Achievement and Outstanding Leadership – awarded to a Graduate of the Master of Arts in Security Studies (Homeland Defense and Security) Program, Naval Postgraduate School.**

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**MILITARY AWARDS AND DECORATIONS:**

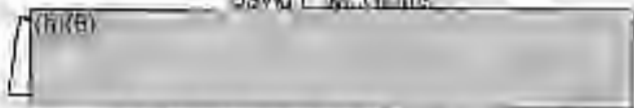
Federal Legion of Merit	Army Service Ribbon
Meritorious Service Medal	Michigan Distinguished Service Medal (3)
Army Commendation Medal	Michigan Recruiting Ribbon
Army Achievement Medal	Michigan Overseas Service Ribbon (2)
Army Reserve Component Achievement Medal	State Partnership Ribbon
National Defense Service Medal	Michigan Broadsword
Armed Forces Reserve Medal	Georgia Service Ribbon
Army Reserve Overseas Ribbon (2)	

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**COMMUNITY INVOLVEMENT:**

Elder and Stewardship Chair, Peoples Church, East Lansing, MI  
Troop Committee, Troop 180, BSA, Shaarey Zedek, East Lansing MI  
Fellow, Michigan State Bar Foundation  
Barrister, American Inns of Court, MSU-DCL Chapter  
Volunteer, Granholm for Governor Coordinated Campaign  
Past President, Glencairn School Association, East Lansing Public Schools

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**INDEPENDENT STRATEGIC ANALYST**

- **Leader**
- **Program Manager**
- **Integrator of Change and Modernization**

- Go-To person for base fact on strategy, military evolution and emerging threats
- Experienced in the development of national strategy.
- Adept in the development of organizational requirements and modernization
- Immersed in the Behavioral Health impacts of post 9/11 military deployments.

**RETIRED PRIVATE CITIZEN – 2000 to Present**

**Decision Support Manager and Veterans' Behavioral Health Coordinator, Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services**

- A failed attempt to divert interest from National Security and Homeland Security issues
- Serves as senior policy advisor to the Commissioner and his lieutenants on strategy and organization and the development of related business intelligence.
- Principle advisor and representative on the behavioral health needs of returning veterans and their families; and co-author of the Virginia Wounded Warrior program.

**Independent National Security Analyst**

- Continues the study of National Security, Military Transformation and Homeland Security and is an Adjunct Fellow with the American Security Project.
- Helps non profit think tanks and others who ask from government and the media.
- Served on the Senior Retired Military Officers for Obama team and as a national surrogate on national security and veterans issues.
- Served on national security policy teams, co chairing one, during the Kerry Presidential campaign and was a national surrogate during that effort.
- Makes public presentations on areas under study including in the National media
- Has written and briefed widely on the effect of Iraq on our forces and Army Hollowing.
- Recently served as Senior Associate in the Center for Strategic and International Studies.
- Completed a study in 2002 on the propriety of using the Federal military domestically, entitled, 'Understanding all of Terrorism's Domestic Threats'
- Participated in senior level Focus Groups host by the National Security Studies Group studying 21<sup>st</sup> Century Defense and Homeland Security challenges for the Congress.

**NATIONAL GUARD ASSOCIATION OF THE UNITED STATES – 1997 to 2000**

**Senior Fellow**

- Provided the Association leadership and the Adjutants General Association of the US with analysis related to public policy, budgets and appropriations for National Security and Homeland Security
- Addressed issues related to both the Army and the Air Force and the relationships of each with the other services.
- Participated in the development and presentation of these Associations' positions on various issues to the Congress and the Administration.

**DEPARTMENT OF DEFENSE – 1993 to 1997**

**Principals Director, Strategic Plans and Analysis**

- Planned, supervised, conducted and participated in analysis of military and public policy issues, the implementation of our National Security and Military Strategies as well as the active and reserve programs of all of the military services
- Evaluated products of the Joint Chiefs of Staff and the military services to validate their

David L. McGinnis

- correlation with strategy, planning guidance, total programming and budget guidance
- Conducted individual studies of a broad range of issues related to each of the military services, their requirements and their capabilities
- Planned, budgeted for and supervised external analytical support and studies

**NATIONAL GUARD BUREAU - 1990 to 1993**

**Director, Force Management, Army National Guard**

- Represented Army National Guard interests within the senior level of the Army Staff
- Modernized the Army National Guard design and force structure for its Post-Cold War role
- Prioritized the distribution and oversaw the fielding and integration of modern equipment into the Army National Guard units and organizations
- Participated in three Total Army Analysis cycles, evaluated force requirements, structure needs and determined future directions to study
- Directed a large staff of military and civilian managers, analysts and integrators.

**ARMY & FULL-TIME NATIONAL GUARD INFANTRY AND SPECIAL FORCES OFFICER  
1966 to 1985**

- Force Integrator for a Senior US Army Commander and participated in the activation of the 8<sup>th</sup> Infantry Division.
- Director of operations and intelligence at Fort Drum, NY, a position that included nine subordinate operating elements and responsibility for force development during the activation and training of the 10<sup>th</sup> Mountain Division and expansion of the post.
- Served in the New York state military headquarters in command and staff positions for eight years, including commander of the State's leadership academy and secretary of the Joint Staff, which included Army and Air National Guard and the Naval Militia oversight. Gained significant joint exercise experience in these assignments.
- Operations and Training Officer for two National Guard Brigades. Regularly participated in joint training exercises with the Air National Guard, Air Force and the Marine Reserve.
- Served two Army tours in Vietnam, one as a Special Forces Officer and the second as an Infantry Commander, separated by eighteen months defending the inter-German Border. Participated in ongoing joint operations with the Navy and the Air Force including one major amphibious operation in the Republic of Vietnam during December 1968.

**EDUCATION**

**THE UNIVERSITY OF THE STATE OF NEW YORK, Albany, NY**  
BS. Liberal Studies, 1968; Business and Political Science

**U.S. ARMY WAR COLLEGE, Carlisle, PA 1991**

**U.S. Army Command and Staff College, Fort Leavenworth, KA 1979**

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**Experience**

**Center for Strategic and International Studies, Washington, D.C. (2001 to present)**  
**International Security Program**  
*Senior Fellow and Director for Asia*  
*Director, Southeast Asia Initiative*

- Conceive, develop, implement and manage wide variety of programs related to U.S.-Asia and Asian intra-regional affairs. Conduct all fund-raising for annual \$1 million + program. Lead team of four, and manage budgets that have resulted in large annual surpluses.
- Programs focus on China's foreign and security policy, the crisis (Taiwan) Strait security situation, the future of the U.S.-Japan and U.S.-ROK alliances, North Korea, Asia-Pacific maritime security, development of East Asian regional identity and institutions, U.S. perspectives toward Southeast Asia, and U.S.-India relations, particularly as they relate to East Asia.
- Established CSIS's first dedicated Southeast Asian studies program. Includes monthly newsletter, regular roundtables, annual international conferences, and major study on the future of U.S. relations with allies (Thailand, Philippines) and other emerging partners (Indonesia, Malaysia, Singapore, Vietnam).
- Convener/Chair, *East Asia Strategy Groups*, a popular breakfast meeting, with select members of the Washington community to spotlight key issues of regional security.
- Organizer/Chair of annual one- to two-week intensive Programs for Taiwan Ministry of National Defense (in cooperation with Georgetown University, 2001-2008), Japanese Foreign Ministry (2007-2008) and Japanese Defense Ministry (2006-2008).
- Co-chair/Organizer, "Dialogue among a New Generation on the Future of the U.S.-Japan Alliance" (*Katsushiro Club*), a regular roundtable among a younger generation of U.S. and Japanese specialists to address U.S.-Japan alliance issues.
- Co-chair, "U.S.-Korea Study Group," a regular roundtable among a younger generation of U.S. Asia hands to examine the future of the U.S.-Korea alliance; sponsored by the ROK's Ministry of Unification.
- Specific studies and reports have included, *inter alia*:
  - "China: The Balance Sheet." Three-year initiative begun in 2005, in cooperation with CSIS Freeman Chair and the Peterson Institute for International Economics, to provide comprehensive, integrated, and objective facts and analysis to U.S. public, media, and legislators concerning China.
    - First phase resulted in publication of commercial book. Second phase resulted in May 2007 compendium. Third phase to result in another co-written commercial book. (See under *Publications* below.) Notebook of one-page summaries regularly updated for media and Capitol Hill, and posted on dedicated website ([www.chinabalancesheet.org](http://www.chinabalancesheet.org)).
  - "U.S.-China Strategic Dialogue." Developed process of annual meetings between CSIS and China Reform Forum, under Zhang Binyan, to discuss critical issues in bilateral relations. Premier Track 2 vehicle for bilateral dialogues initiated by Chinese President Hu Jintao in April 2006.
  - "Bridging Strategic Asia: The United States, Japan, and India." Trilateral dialogue conducted in two phases among younger specialists to examine common interests and potential cooperation among the three powers. To result in conference reports and edited volume, 2007-8.

- *“Strategy and Sentiment: South Korean Views of the United States and the U.S.-ROK Alliance.”* Publication: June 2004.
- *“Blueprint for U.S. Policy Toward a Unified Korea.”* Publication: August 2002.
- Lecturer on Asian affairs: Yale University, Princeton University, Georgetown University, Penn State University, Grinnell College, Peking University (China), Renmin (People’s) University (China), Moscow State University (Russia), Myongji University (Korea).
- Participant in numerous governmental and non-governmental study groups, and public and private events with U.S. and international counterparts to address contemporary Asian foreign and security policy.

**Peking University, School of International Studies (April to June 2007)**

*Visiting Scholar.* Served as lecturer and on Chinese foreign and security policy at China’s premier academic institution.

**Booz-Allen & Hamilton Inc.**

*Independent Consultant.* Provided advice and insight concerning Taiwan’s political and social environment to Virginia-based consulting firm involved in assisting Taiwan (ROC) government with defense and homeland security needs. (2002 - 2006)

**United States Department of Defense, Washington, D.C.**

**Office of the Secretary of Defense, International Security Affairs, Asian and Pacific Affairs (OSD/ISA/AP)**

*Special Assistant: Senior Country Director for China, Mongolia, Hong Kong and Taiwan; Deputy Director for Regional Security Affairs; Country Director for Japan; Senior Country Director for Maritime Southeast Asia (Philippines, Indonesia, Malaysia, Brunei, Singapore).* (1997 to 2001)

- Managed day-to-day oversight of defense and military relationship between the United States and nations in the region, including China, Japan, and maritime Southeast Asia.
- Principal author, *1998 East Asia Strategy Report (EASR)*, a public document outlining DOD security strategy and vision for the Asia-Pacific region. Served as primary working-level point of contact, both publicly and within DOD, on Asia-Pacific regional security strategy.
- Served as lead Department of Defense representative at multilateral Asian security forums, including ASEAN Regional Forum and (Track II) Northeast Asia Cooperation Dialogue.
- Received *Office of the Secretary of Defense Award for Exceptional Public Service*, January 2001.

**National Democratic Institute for International Affairs, Washington, D.C.**

*Senior Program Officer, Asia, Former Soviet Union, 1996-97*

*Program Officer, Asia, 1993-96*

- Developed NDI’s long-term programmatic approach to Asia.
- Conceived, organized, managed, and conducted trainings in support of a variety of democratic development programs in new and emerging democracies, including Armenia, Burma, Cambodia, Georgia, Pakistan, and Thailand. Programs included political party training, electoral processes, legislative development, local governance, and civic education/organization. Managed NDI representatives in overseas field offices. Prepared background papers and terms of reference for program operations.
- Producer, *Aung San Suu Kyi*, a 10-minute testimonial video produced for NDI’s 1996 W. Averell Harriman Democracy Award luncheon honoring the Burmese democracy leader. Conceived and directed the project, including extensive interview with subject.
- Edited and managed production of NDI publication “Making Every Vote Count: Domestic Election Monitoring in Asia,” published in May 1996.
- Administrative requirements included drafting project proposals and regular program reports to funding agencies, including the United States Agency for International Development and the National Endowment for Democracy. (8/93 to 4/97)



**United Democratic Campaign (Clinton-Gore, Boxer, Feinstein)  
Los Angeles, CA**

*Logistics and Operations Manager, Field Program.* Oversaw all administrative details of Southern California field program for 1992 Democratic Political Campaign, spanning 20 offices in 12 regions from San Luis Obispo to San Diego. Wrote and managed half-million dollar budget, including maintenance of more than 100 paid staff members. Served as spokesperson to regional and international delegations. Designed flyers, signs and shirts for visibility. (9/92 to 11/92)

**American Enterprise Institute, Washington, D.C.**

*Intern, China Studies Section.* Assisted analysts in editing and researching topics for publication and distribution. (1/92 to 8/92)

**The China Post, Taipei, Taiwan**

*Copy Editor,* business, editorial and local news pages of the largest English-language daily newspaper on Taiwan. (12/88 to 6/89)

**California Campaign '88 (Dukakis/Bentsen), Los Angeles, CA**

*Personnel Director, Field Operations.* Managed more than 500 grass-roots organizers for first field operation ever organized in California for a presidential campaign. (8/88 to 11/88)

**Senator Edward M. Kennedy, Washington, D.C.**

*Assistant to Senior Foreign Policy Adviser.* Supervised and coordinated support activities of foreign policy office. Drafted speeches and press statements. Handled constituent casework. (6/86 to 8/88)

**Education**

**Fletcher School of Law and Diplomacy, Tufts University, Medford, MA**

*Master of Arts in Law and Diplomacy (M.A.L.D.), 1991*

Fields of Study: United States Diplomatic History, East Asian Diplomatic History, Public International Law.

Awarded Foreign Language and Area Studies (FLAS) Fellowship for 1990-91 school year. Participant in North Pacific Seminar, Seoul, Korea, 5/28/91 to 6/11/91.

**Nanjing University, Nanjing, China**

Studied Mandarin Chinese language. (6/90 to 8/90)

**University of Virginia, Charlottesville, VA**

*Bachelor of Arts, 1986.*

Major: Foreign Affairs with concentration in Soviet Studies. Minor: Religion

**Miscellaneous**

*Reporter,* Tiananmen Square student demonstrations/Gorbachev state visit, live via telephone from Beijing, China, for "Live at Five," WTNH-TV, New Haven, CT. (5/89)

*Pianist,* social events in and around Washington, including public and private functions for Senator Edward M. Kennedy and Mrs. Robert F. Kennedy.

## Publications (selected)

### Books/Chapters

- Co-author (with C. Fred Bergsten, Bates Gill, and Nicholas Lardy), *China's Rise: Challenges and Opportunities*, Petersen Institute for International Economics Press, 2008. Author of three chapters: "China and the World," "Why Does the United States Care About Taiwan," and "China's Military Modernization."
- "China and the Developing World," "China and Russia," and "China and India," from *The China Balance Sheet in 2007 and Beyond*, edited by C. Fred Bergsten, Bates Gill, Nicholas Lardy, and Derek J. Mitchell, Center for Strategic and International Studies and the Petersen Institute for International Economics, May 2007.
- Co-author (with C. Fred Bergsten, Bates Gill, and Nicholas Lardy), *China: The Balance Sheet – What The World Needs To Know Now About the Emerging Superpower*, PublicAffairs, 2006. Author of chapter entitled "China's Foreign and Security Policy: Partner or Rival?"
- Co-editor (with Joshua Eisenman and Eric Heginbotham), *China and the Developing World: Beijing's Strategy for the 21<sup>st</sup> Century*, ME Sharpe, 2007. Author (with Carola McGiffert) of opening chapter, "Expanding the 'Strategic Periphery': A History of China's Interaction with the Developing World."
- "U.S. Self-Image: Pride and Vulnerability in a Changing World," from *Chinese Images of the United States*. CSIS. Carola McGiffert, ed. May 2005.
- "Indonesia: Resentment, Suspicion, and Domestic Politics on the 'Second Front'," from *Balancing and Bandwagoning in the War Against Terror*. CSIS. Daniel Benjamin, ed. May 2005.
- "Taiwan's 'Hsin Chu' Program: Deterrence, 'Abandonment,' and Honor," from *The Nuclear Tipping Point: Why States May Reconsider Their Nuclear Choices*. Kurt M. Campbell, Robert J. Einhorn, Mitchell B. Reiss, eds. Brookings Institution Press. 2004.
- "U.S. Domestic Foreign Policy Process and its Impact on China Policy" (with Yuki Tatsumi), in *An Alliance for Engagement: Building Cooperation in [U.S.-Japan] Security Relations with China*. Benjamin L. Self and Jeffrey W. Thompson, editors. 2002.
- "Regional Strategies: East Asia," from *To Prevail: An American Strategy for the Campaign Against Terrorism*. Kurt M. Campbell and Michele A. Flournoy, Editors. The CSIS Press. 2001.

### Journals

- "Asia's Forgotten Crisis: A New Approach to Burma" (with Michael Green). *Foreign Affairs*. November/December 2007.
- "A Blueprint for U.S. Policy Toward a Unified Korea." *The Washington Quarterly*. Winter 2002-03, Volume 26, Number 1.
- "U.S. Security Strategy for the Asia-Pacific Region." *Asian Affairs: An American Review*. Fall 2001.
- "Crisis in the Taiwan Strait?" (with Kurt M. Campbell). *Foreign Affairs*. July/August 2001.

### Op-eds

- "Values and Foreign Policy: More Questions than Answers in Japan's New 'Pillar' of Diplomacy," *Jiji News*, February 17, 2007.
- "No Time to Lift China Arms Embargo" (with Julianne Smith), *Frankfurter Allgemeine Zeitung*.
- "Taiwan's Election: A Wake-up Call for China." PacNet 12, Pacific Forum/CSIS, March 24, 2004.
- "A Funny Thing Happened on the Way to a U.S. China Policy." Freeman Chair (CSIS) Newsletter. Summer 2003.
- "Time for a New [U.S.] Strategy Report." *Far Eastern Economic Review* (The 5<sup>th</sup> Column). June 19, 2003.
- "Letters to the President (Roh): Be Careful What You Wish For." *The Korea Times*. April 19, 2003.

### Miscellaneous

- "China's Peaceful Rise Theory: An International Perspective." Lecture presented at roundtable on "China's Peaceful Rise Theory" sponsored by the China Reform Forum (Zheng Bijian) at the Bo'ao Forum, Hainan, China. April 25, 2004.
- Quarterly contributor to "Washington-Tokyo Exchange," *Sentaku* (Japanese elite monthly journal). 2003-4.

## Media

Regular commentary on international security issues for U.S. and international media, including *announcements*, CNN (*Anderson Cooper*, *Jim Doherty*, *Travis*, *CNN International*), ABC (*Nightline*, *Good Morning America*), CBS (*Evening News*, *Early Show*), NBC (*Evening News*), MSNBC (*Hardball*), RMC (*WorldNews, 24*), D-SPAN (*Washington Journal*), Fox News, Al Jazeera, Phoenix Television (Hong Kong), CCTV9 (China), and Voice of America. Radio commentary and analysis provided to National Public Radio, BBC, CBS News Radio, and Pacifica network. Regularly provide background information on foreign policy and international security issues to U.S. and international print journalists.

## Travel

China, Taiwan, Mongolia, Japan, South Korea, Burma, Thailand, Cambodia, Vietnam, Indonesia, Malaysia, Singapore, United Arab Emirates, the Philippines, Australia, India, Pakistan, Russia, Armenia, Turkey, Greece, Czech Republic, Germany, Austria, Italy, Belgium, France, Great Britain, Chile, Canada.

## Languages

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**FRANK O. MORA**

Curriculum Vitae

**Office:**

Department of National Security Strategy  
National War College  
National Defense University  
Ft. McNair; 300 D Street, SW  
Washington, DC 20319-5078

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**Personal**

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**Languages**

(b)(6)

**EDUCATION:**

UNIVERSITY OF MIAMI. Doctor of Philosophy in International Affairs, December 1993. Dissertation: "The Political Economy of Peripheral States in the Post-Cold War Era: The Case of Paraguay." Dissertation funding provided by the Institute for the Study of World Politics. Advisor: Enrique A. Baloyra

UNIVERSITY OF MIAMI. Master of Arts in Inter-American Studies, June 1989. Thesis: "Paraguayan Foreign Relations, 1811-1989."

CENTRAL AMERICAN INSTITUTE FOR INTERNATIONAL STUDIES. Certificate in Central American Studies. Fulbright/OAS Summer Fellowship. San Jose, Costa Rica, Summer 1988.

THE GEORGE WASHINGTON UNIVERSITY. Bachelor of Arts in International Affairs, Washington, DC, December 1986.

UNIVERSIDAD CATOLICA DEL PERU, The George Washington University Overseas Program, Fall 1984.

**TEACHING EXPERIENCE:**

PROFESSOR. Department of National Security Strategy, National War College; National Defense University, Ft. McNair; Washington, DC August 2004 -

ASSOCIATE PROFESSOR. Department of International Studies, Rhodes College; Memphis, TN May 2000 - June 2004.

VISITING LECTURER. Department of National Security and Civil-Military Affairs, Western Hemisphere Institute for Security Cooperation; Ft. Benning, GA July 2003.

VISITING ASSOCIATE PROFESSOR. Department of International Studies, University of Miami; Coral Gables, FL August 2002-June 2003.

ASSISTANT PROFESSOR. Department of International Studies, Rhodes College; Memphis, TN August 1994 - May 2000.

LECTURER. History Department, University of Miami; Miami, FL August 1991 - May 1994.

ADJUNCT INSTRUCTOR. Social Science/International Relations Department, Miami Dade Community College; Miami, FL January 1988 - May 1994.

TEACHING ASSISTANT. Seminar on Latin American Economic Development. Graduate School of International Studies, University of Miami; Miami, FL January 1994 - May 1994.

TEACHING ASSISTANT. Seminar on Major Issues in the United States - Latin American Relations. Graduate School of International Studies, University of Miami; Miami, FL September 1993 - December 1993.

INSTRUCTOR. Summer Institute on Hispanic Culture, Multicultural Education Infusion Program, Multicultural Education Department; Broward County, FL June 1993.

ADJUNCT INSTRUCTOR. Comparative Politics. Department of Political Science, Florida International University; Miami, FL August 1992 - December 1992.

TEACHER. U.S. and Latin American History. Belen Jesuit Prep. High School; Miami, FL September 1987 - June 1988.

#### **RESEARCH EXPERIENCE/POSITION:**

VISITING RESEARCH FELLOW. Cuban Research Institute (CRI), Florida International University; Miami, FL 8-29 June 2005.

SENIOR RESEARCH ASSOCIATE. Institute for Cuban and Cuban-American Studies (ICCAS), University of Miami; Coral Gables, FL July 2002-June 2003.

CONTRIBUTING EDITOR. Handbook of Latin American Studies (HLAS), The Library of Congress. Responsible for chapter on International Relations: Hispanic Caribbean; Washington, DC 2000 -

RESEARCH ASSOCIATE. Drug Trafficking Studies Project. North - South Center, Graduate School of International Studies, University of Miami; Miami, FL March

1992 - September 1994.

SENIOR ANALYST. INFO-SOUTH, North-South Center, University of Miami; Miami, FL August 1988 - September 1994.

RESEARCH ASSISTANT. Plans and Programs Department. Inter-American Development Bank; Washington, DC Summer 1987.

**ADMINISTRATIVE EXPERIENCE:**

CHAIR. Department of International Studies, Rhodes College, 2000 - 2002.

PRESIDENT. Latin American Studies Association Section on Scholarly Relations with Paraguay, 2000 - 2002.

FOUNDING CHAIR. Latin American Studies Program, Rhodes College, 1996-2000; 2003-2004.

SECRETARY-TREASURER. Latin American Studies Association Section on Scholarly Relations with Paraguay, 1998 - 2000.

CO-FOUNDER. Institute for Latin American Culture (ILAC), Rhodes College/Memphis YMCA, 1997.

FACULTY ADVISOR. Sigma Iota Rho, International Studies Honors Society, 1996-2002.

MEMBER. Editorial Board. Propuestas Democraticas, Asuncion, Paraguay, 1994-1996.

PRESIDENT. GSIS Student Executive Committee, Graduate School of International Studies, University of Miami; Miami, FL September 1991 - April 1992.

**FELLOWSHIPS, GRANTS AND AWARDS:**

Senior Latin American Studies Research Fellow, Department of International Studies, Rhodes College, 2001 - 2004.

Meritorious Award for Scholarly Work and Commitment to the Study of Paraguay, National University of Asuncion, Paraguay, June 2000.

J.S. Seidman Research Fellowship, Department of International Studies, Rhodes College, 1996 - 2001.

Institute of National Security Studies (INSS), 1997-1998. Research grant to study the impact of the lifting of the ban on sales of U.S. high performance weapons to Latin America on democratization and hemispheric security.

American Colleges of the South and BellSouth/MacArthur Foundation Grant, 1996. Funding for the introduction and expansion of technology in Latin American studies.

Dorothy Danforth Compton Fellowship for Minority Students of World Affairs, 1992-1993. Dissertation funding provided by the Institute for the Study of World Politics, Washington, DC.

Faculty of the Year Award, 1991-1992. Miami Dade Community College, Wolfson .

Distinguished Hispanic Scholar in International Studies, University of Miami, 1990.

Fulbright/Organization of American States Summer Scholar. Summer Fellowship Program at the Central American Institute for International Studies, San Jose, Costa Rica, 1988.

Pi Sigma Alpha, National Political Science Honor Society, 1986.

Sigma Delta Pi, National Spanish Honor Society, 1986.

Four-year athletic scholarship, The George Washington University, 1982-1986.

## **PUBLICATIONS:**

### **Books and Special Issues:**

The Cuban Military: Power Dynamics in Revolutionary Politics (under contract, Lynne Rienner Publishers).

Paraguay and the United States: Distant Allies (University of Georgia Press, 2007). Co-authored with Jerry Cooney.

Neighborly Adversaries: U.S.-Latin American Relations, 2<sup>nd</sup> edition (Rowman and Littlefield, 2006). Co-edited with Michael LaRosa

Latin American and Caribbean Foreign Policy (Rowman and Littlefield, 2003). Co-edited with Jeanne A.K. Hey

Cuba: Between Retrenchment and Change, guest editor and contributor to special issue in Problems of Post-Communism, vol. 48, no. 6 (November/December 2001).

Neighborly Adversaries: U.S.-Latin American Relations (Rowman and Littlefield, 1999). Co-edited with Michael LaRosa.

Politica exterior del Paraguay: 1811-1989 (Asuncion: Centro Paraguayo de Estudios Sociologicos, 1993).

### **Journal Articles:**

"Security in the Hemisphere: A New Approach," Current History vol. 108 (forthcoming, February 2009).

"Cuba's Ministry of Interior: The FAR's Fifth Army," Bulletin of Latin American Research vol. 26, no. 2 (April 2007).

"Generations in the FAR General Officer Corps: Backgrounds, Experiences and Interests," Cuban Affairs, vol. 1, no. 2 (April 2006).

"Military Business: Explaining Support for Policy Change in China, Cuba, and Vietnam," Problems of Post-Communism, vol. 51, no. 6 (November-December 2004).

"Economic Reform and the Military: China, Cuba and Syria in Comparative Perspective," International Journal of Comparative Sociology, vol. 44, no. 2 (2003). Co-authored with Quintan Wiktorowicz

"Explaining Latin American Economic Integration: The Case of Mercosur," Review of International Political Economy vol. 9, no. 1 (March 2002). Co-authored with Karl Kaltenthaler.

"A Comparative Study of Civil-Military Relations in Cuba and China: The Effects of *Bingshang*," Armed Forces and Society, vol. 28, no. 2 (Winter 2002).

"Paraguayan Democratization from Abroad: External Determinants of Regime Survival and Democratic Deepening," South Eastern Latin Americanist (SELA), vol. 44, no 3 (Winter 2001).

"Sino-Latin American Relations: Sources and Consequences of Diplomatic and Economic Cooperation, 1977-1997," Journal of Interamerican Studies and World Affairs, vol. 41, no. 2 (Summer 1999).

"US Arms Transfer Policy for Latin America: Lifting the Ban on Fighter Aircraft," Airpower Journal, vol. 13, no. 1 (Spring 1999). Co-authored with Lt. Col. Tony Pala. Republished in Spanish and Portuguese editions of Airpower Journal.

"From Fidelismo to Raulismo: Civilian Control of the Military in Cuba," Problems of Post-Communism, vol. 46, no. 2 (March-April 1999).

"Conceptual Debate in Post-Cold War US-Latin American Policy: Organizing Principle or 'Eclecticism'," International Affairs Review, vol. 8, no. 1 (Winter/Spring 1999).

"Civil Society and Democratization in Comparative Perspective: Latin America and the Middle East," Third World Quarterly vol. 19, no. 5 (December 1998). Co-authored with Mehran Kamrava. Re-published in Civil Society and Democracy: A Reader. Edited by Carolyn Elliot. New Delhi: Oxford University Press, 2003.

"The Forgotten Relationship: United States-Paraguay Relations, 1937-1989," Journal of Contemporary History, vol. 33, no. 3 (July 1998).

"From Dictatorship to Democracy: The US and Regime Change in Paraguay," Bulletin



of Latin American Research, vol. 17, no. 1 (December 1997).

"The PRC and Latin America: From Indifference to Engagement," Asian Affairs, vol. 24, no. 1 (Spring 1997).

"Poder duro y poder blando: la influencia en las relaciones Estados Unidos-Paraguay," Foro Internacional (Mexico City), vol. 35, no. 2 (April-June 1996).

"Victims of the Balloon Effect: Drug Trafficking and U.S. Policy in Brazil and the Southern Cone," Journal of Social, Political and Economic Studies, vol. 21, no. 2 (Summer 1996).

"El futuro de America Latina en la politica exterior estadounidense," Colombia Internacional (Bogota), vol. 5, no. 1 (January-February 1995). Co-authored with Andres Franco.

"Clinton y America Latina: negativista o positivista?" Propuestas Democraticas (Asuncion), vol. 1, no. 2 (April-June 1994). Co-authored with Andres Franco.

"Realismo e interdependencia en el cono sur: Perspectivas teoricas al estudio de las relaciones del Paraguay con sus vecinos," Perspectiva Internacional Paraguaya (Asuncion) vol. 3, no. 5 (January-June 1991).

"Relaciones EEUU-Paraguay: conflicto y cooperacion," Perspectiva Internacional Paraguaya (Asuncion), vol. 2, no. 3 (January-June 1990).

"Politica exterior del Paraguay: A la busqueda de la independencia y el desarrollo," Revista Paraguaya de Sociologia (Asuncion), vol. 25, no. 73 (Sept.-December 1988).

#### **Book Chapters:**

"International Relations: General and Hispanic Caribbean," Handbook of Latin American Studies vol. 63, edited by Hispanic Division-Library of Congress (Austin: University of Texas Press, 2008).

"General Caribbean and Hispanic Caribbean," Handbook of Latin American Studies vol. 61, edited by Hispanic Division-Library of Congress (Austin: University of Texas Press, 2006).

"Theoretical Challenge to Latin American and Caribbean Foreign Policy Studies." In Latin American and Caribbean Foreign Policies, edited by Frank O. Mora and Jeanne A.K. Hey (Boulder: Rowman and Littlefield, 2003).

"Paraguayan Foreign Policy: The Legacy of Authoritarianism." In Latin American and Caribbean Foreign Policies, edited by Frank O. Mora and Jeanne A.K. Hey (Boulder: Rowman and Littlefield, 2003).

Paraguayan Foreign Policy: From the Stronato to the Democratic Transition." In Small States in World Politics: Explaining Foreign Policy Behavior, edited by Jeanne A.K. Hey (Boulder: Lynne Rienner, 2003).

"Paraguay y el Sistema Interamericano: De Autoritarismo y Paralisis a Democracia y la Aplicacion de Resolucion 1080." In Sistema Interamericano y Democracia: Antecedentes y Perspectivas Futuras, eds. Arlene Tickner and Ruben Perina (Bogota: CEI-Ediciones Universidad de los Andes-Organizacion de Estados Americanos, 2000).

"Contentious Friends in the Western Hemisphere." In Neighborly Adversaries: Readings in U.S.-Latin American Relations, edited by Michael LaRosa and Frank O. Mora (Boulder: Rowman and Littlefield Publishers, 1999). Co-authored with Michael LaRosa.

"Neoliberalism in Latin America: 'Triumph' and Institutional Deficiencies" In Redefining the Third World, edited by Nana Poku and Lloyd Pettiford (London and New York: Macmillan/St. Martin's, 1998). Co-authored with Karl Kaltenthaler.

"Brazil and the Southern Cone." In Drug Trafficking Research in the Americas, edited by Bruce Bagley (Coral Gables: North-South Center Press, 1996).

"Paraguay and International Drug Trafficking." In Drug Trafficking in the Americas, edited by Bruce Michael Bagley and William O. Walker III (Boulder: North-South Center Press, 1994).

"Politica exterior del Paraguay: a la busqueda de la independencia y el desarrollo." In Politica exterior y relaciones internacionales del Paraguay contemporaneo, edited by Jose Luis Simon (Asuncion: Centro Paraguay de Estudios Sociologicos, 1990).

#### Periodicals:

"Young Blood: Continuity and Change within the Revolutionary Armed Forces of Cuba," Hemisphere, vol. 16 (Summer 2006).

"The FAR and Its Economic Role: From Civic to Technocrat-Soldier," Occasional Paper Series; Institute for Cuban and Cuban-American Studies, University of Miami (June 2004).

"International Relations Summit: Western Hemisphere: Hispanic-Americans' Backyard, Front Stoop and Wraparound Porch," 2002 Issues Conference Policy Recommendations, Congressional Hispanic Caucus Institute; Washington, DC.

"Bush's Free Trade Stance Undermined by Farm and Steel Subsidies," Commercial Appeal (Memphis), May 17, 2002.

"Paraguay," Encyclopedia Britannica: Book of the Year 2002 (Chicago: Encyclopedia Britannica, 2002).

"Paraguay," Encyclopedia Britannica: Book of the Year 2001 (Chicago: Encyclopedia

Britannica, 2001).

"Politica Exterior y Politica de Defensa: Condicionamientos Reciprocicos en Países Pequeños," Working Paper no. 16, Centro Paraguayo para la Promocion de la Libertad Economica y de la Justicia Social (CEPRO); Asuncion, Paraguay, July 2001.

"Paraguay," Encyclopedia Britannica: Book of the Year 2000 (Chicago: Encyclopedia Britannica, 2000).

"Hispanics in the South: An Opportunity Not a Threat," Commercial Appeal (Memphis), January 30, 2000: B4.

"Fast Track is Vital to U.S." Commercial Appeal (Memphis), September 11, 1997.

"It's Latin America, Stupid!" Latin Review of Books, vol. 2, no. 1 (Spring 1996).

"The United States and Latin America," Contemporary Review, vol. 268, no. 1560 (January 1996).

"The Study of Democratization in Latin America," Proceedings of the Third Annual Latin American Studies Symposium, Birmingham-Southern College (April 1995).

"Why Latin America Matters," Latino Forum, vol. 1, no. 2 (June 1995).

"Revisiting South America's Backwater," Hemisphere, vol. 7, no. 1 (May 1995).

"Unknown Peacekeepers: The Surge in Latin American Participation in Peacekeeping," Journal of Latin American Affairs, vol. 1, no. 2 (Spring 1994). Co-authored with Lt. Col. Antonio L. Pala.

"Economic Embargoes: Way Stations to Nowhere," Commercial Appeal (Memphis), September 4, 1994: B6.

"Central America: Growth through Reform and Liberalization," Latin Finance, no. 5 (December 1993). Co-authored with Andres Franco.

"The Dirty Politics of Corruption Haunt Latin America's Democracies," North-South Magazine of the Americas, vol. 2, no. 5 (February 1993). Co-authored with Jose Luis Simon.

"La paradoja triangular de Cuba," El Nuevo Herald (Miami), July 13, 1992.

"Un esfuerzo inutil y destructivo," Un Solo Pueblo, April-June 1992.

"Letting Go: Paraguay's Struggle to Bury Its Stronist Past," North-South Magazine of the Americas, vol. 1, no. 3 (October 1991). Co-authored with Jose Luis Simon.

"Does the USSR Plan to Dump Cuba?" The Times of the Americas, vol. 35, no. 1 (January 9, 1991). Co-authored with Roberto Lozano.

"Hope and Optimism in Paraguay," The Times of the Americas, vol. 34, no. 18 (September 19, 1990).

"Deprive Castro of His Best Friend (us)," The Times of the Americas, vol. 34, no. 13 (July 11, 1990). Co-authored with Roberto Lozano.

"Democracy in Cuba? The Real Struggle Won't Begin Until After Castro Is Gone," The Times of the Americas, vol. 34, no. 7 (April 4, 1990). Co-authored with Roberto Lozano. Reprinted in Spanish, "Otras voces cubanas: Democracia para Cuba?" Un Solo Pueblo, January-March 1990.

#### **Book Reviews:**

*Warfare in Latin America*, vols. 2 (Burlington: Ashgate, 2007); published in Bulletin of Latin American Research, vol. 27, no. 1 (January 2008).

*Border Games: Policing the U.S.-Mexico Divide* (Ithaca: Cornell University Press, 2000); published in American Political Science Review, vol. 96, no. 4 (December 2002).

*Drug Diplomacy in the Twentieth Century: An International History* (London: Routledge, 1999); published in Journal of Southern History, vol. 66, no. 3 (August 2000).

*The Transition to Democracy in Paraguay*, eds. Peter Lambert and Andrew Nickson (New York/London: St. Martin's Press/Macmillan, 1997); published in Journal of Interamerican Studies and World Affairs, vol. 40, no. 2 (Summer 1998).

#### **CONFERENCES AND LECTURES:**

SPEAKER. Cuba: Order of Battle. National Intelligence Council – Military and Security Issues. Remarks: "Undercurrents of Change within the Cuban Military;" Gruman Northrop, Reston, VA; October 2008.

PANELIST. Commemoration to Professor Luis Aguilar. Cuba XXI – Georgetown University. Remarks: "Conditions for Political Change in Cuba;" September 2008.

PANELIST. Plenary Speaker at the 18<sup>th</sup> Conference of the Association for the Study of the Cuban Economy; Miami, FL August 2008.

PANELIST. Paraguay and the New Lugo Administration – Inter-American Dialogue; Washington, DC August 2008.

PANELIST. Session on Paraguay's incoming government – sponsored by the National Endowment for Democracy; Washington, DC May 2008.

PANELIST. Session on The New Old Guard: Making Sense of Post-Fidel Cuba - Cuba Forum sponsored by the Inter-American Dialogue and the Cuba Research Institute/ Florida International University; Washington, DC April 2008.

PANELIST. Conference on Cuba; Bureau of Intelligence and Research, State Department; Washington, DC; 25 January 2008.

PANELIST. Conference on "Cuba: What to Expect" sponsored by the Institute of Cuban and Cuban-American Studies- University of Miami; Miami, FL 1 December 2007; Remarks on change and retrenchment within Cuba's political institutions

PANELIST. Panel discussion on Old and New Cuba; International Conference of the Latin American Studies Association; Montreal, Canada 7 September 2007; Remarks on the Cuban military and political change in Cuba.

DISCUSSANT. Panel on the Status of the "Interim" Government in Cuba, Inter-American Dialogue; May 2007.

LECTURE. Seminar on Cuban Transition/Succession, US Southern Command, Miami, FL; September 2006. Remarks on "The FAR and Political Change in Cuba."

LECTURE. Cuban Research Institute, Florida International University, Miami, FL; September 2006. Remarks on "Democratic Transition in Cuba: Where is Change to Come From?"

PANELIST. Panel discussion on Political and Economic Developments in Cuba sponsored by Incillium Investments, Miami FL; October 2006.

PANELIST. Cuba Forum: Cuba-China Relations; Inter-American Dialogue-Florida International University, Washington, DC 12 April 2006; Remarks on "Security and Defense Relations between Cuba and the PRC"

PANELIST. Roundtable discussion on Theater Security Cooperation. Southern Cone Chiefs of Mission Conference, US Southern Command. Miami, FL; 22-23 March 2006.

DISCUSSANT. Colleagues for the Americas Speaker Seminar; Institute for National Security Studies, National Defense University. Washington, DC December 2006: "Cuban Foreign and Security Policy."

PANELIST. International Studies Association Conference-Southern Region. Miami, FL 4 November 2005. Paper presented: "US Policy Issues for Post-Castro Cuba."

SPEAKER. Inter-American Defense College Seminar on Threats to Western Hemisphere Security. Ft. McNair, Washington, DC; 25 October 2005. Title of remarks, "Threats and Challenges to Security: External Forces and Governance."

PANELIST. "Commander's Conference on Cuba." U.S. Southern Command; Miami, FL 17 August 2005. Title of remarks, "Short-Term Post-Castro Cuba."

PLENARY SPEAKER. "Cuba's Military and Transition in Comparative Perspective." Annual Conference of the Association for the Study of the Cuban Economy; Miami, FL 4-6 August 2005.

ORGANIZER/PRESENTER. "The Cuban Military: A Workshop." Co-Sponsored by the National War College and the Cuban Research Institute, Florida International University, 15 April 2005; National War College, National Defense University, Washington, DC.

LECTURE. "Will the Cuban Military Support Democracy?" The Association for the Study of the Cuban Economy and the Cuban Research Institute at Florida International University; 10 March 2005; Brookings Institution, Washington, DC.

PANELIST. "Is Cuba Like China?" Cuban Research Institute/Institute for Asian Studies, Florida International University; 24 February 2005; Miami, FL.

LECTURE. "Falklands/Malvinas War: Argentina's Strategic Context and the Absence of Jointness," Marine Corps Command and Staff College, Operational Level of War course. Marine Corps Combat Development Command; Quantico, Virginia; 29 November 2004.

PANELIST. Technology, Politics and Governance. Northeast Political Science Association/International Studies Association Northeast (NPSA/ISANE) Conference; 11-13 November 2004, Boston, MA. Paper presented: "Secretariats as Symbols: Explaining the Politics of Secretariat Location." Co-authored with Lawrence Hamlet.

PANELIST. The Nation Transnational: the 5<sup>th</sup> Cuban Research Institute Conference on Cuban and Cuban-American Studies, October 29-November 1 2003; Florida International University, Miami, FL. Paper presented: Civil-Military Typologies and Explanatory Variables in Military Support for Policy/Regime Change: Cuba in Comparative Perspective.

PANELIST. The Cuban Armed Forces and Transition. Center for Strategic and International Studies (CSIS) Seminar; Washington, DC 20 March 2003.

PANELIST. The Changing Role of the Armed Forces. XXIV International Congress of the Latin American Studies Association; Dallas, TX 27-29 March 2003. Paper presented: "Economic Liberalization and the Role of the Military: A Comparative Study of Cuba, China and Syria."

PANELIST. Roundtable Seminar on "How to Accelerate Change in Cuba." Institute for Cuban and Cuban-American Studies, University of Miami; 15 January 2003.

PANELIST. Western Hemisphere Institute for Security and Cooperation, Ft. Benning, GA. Second Conference on Latin America and the Caribbean; 18-20 September 2002. Paper presented: "Cuba and Future Security Threats in the Caribbean."

MODERATOR/SUMMIT CONTRIBUTOR. Annual Meeting of the Congressional Hispanic Caucus, Washinton, DC. International Relations Summit/Task Force; 16-17 September 2002.

PANELIST. Cuba: Integration Into the International System: A Multinational Perspective. Conference organized by the Pell Center for International Relations and Public Policy, Salve Regina University; Newport, Rhode Island, 21-24 March 2002. Paper presented: "The FAR and Cuba in Transition."

PANELIST. Western Hemisphere Institute for Security and Cooperation, Ft. Benning, GA. First Conference on Latin American and the Caribbean; 29-30 November 2001. Paper presented: "Cuba and Future Security Threats in the Caribbean."

PANELIST. Baseline Study of DOD Strategy for the Americas for the Deputy Assistant Secretary of Defense for Inter-American Affairs. *Adapting U.S. Defense Relations: Facing Strategic Realities in the Western Hemisphere*; INSS, National Defense University; Washington, DC: 28-29 June 2001. Paper presented (**final draft**): "International Involvement in the Americas: Latin American and Caribbean Engagement with Extra-Hemispheric Actors."

PANELIST. The Cuban Military and Transition. Seminar organized by the Office of Cuba Broadcasting (Radio Marti); 21-22 May 2001. Paper presented: "Raulismo y el militar-tecnocrata en la transicion cubana."

PANELIST. Baseline Study of DOD Strategy for the Americas for the Deputy Assistant Secretary of Defense for Inter-American Affairs. *Rethinking US Defense Relations in the Western Hemisphere*; INSS, National Defense University; Washington, DC: 15-17 February 2001. Paper presented (**second draft**): "International Involvement in the Americas: Latin American and Caribbean Engagement with Extra-Hemispheric Actors."

PANELIST. The Foreign Policy of Small States in a Shrinking World II. 42<sup>nd</sup> International Convention of the International Studies Association (ISA); Chicago, IL 22-24 February 2001. Paper presented: "Paraguayan Foreign Policy: Immobilism and Improvisation."

PANELIST. The Politics of Military Extrication in Comparative Perspective: Lessons for Cuba. Conference sponsored by Georgetown University and the Arrabida Foundation; Lisbon, Portugal: 21-22 September 2000. Paper presented: "Raulismo and the Technocrat-Soldier: The Economic Role of the FAR and Its Implications for Transition in Cuba."

PANELIST. Baseline Study of DOD Strategy for the Americas for the Deputy Assistant Secretary of Defense for Inter-American Affairs. *Rethinking US Defense Relations in the Western Hemisphere*; INSS, National Defense University; Washington, DC: 7-9 September 2000. Paper presented: "International Involvement in the Americas: Latin American and Caribbean Engagement with Extra-Hemispheric Actors."

LECTURE. "Raulismo: Transition in Cuban Civil-Military Relations." US Army School of the Americas, Ft. Benning, GA. Tenth Conference Latin American Conference; 29 August 2000.

LECTURE. "Small State Foreign Policy and Globalization: The Case of Paraguay." National University of Asuncion, Paraguay; 17 June 2000.

LECTURE. "US-Paraguay Relations: The Use of Soft Power Leverage." National War College, Asuncion, Paraguay; 20 June 2000.

PANELIST. Small State Foreign Policy in Latin America and the Caribbean. XXII International Congress of the Latin American Studies Association (LASA); Miami, FL 16-18 March 2000. Paper presented: "*Continuismo* in Paraguayan Foreign Policy."

PANELIST. International Symposium for Regional Economic Cooperation in the Western Hemisphere, Institute of Latin America, Chinese Academy of Social Sciences, Beijing, China: 14-19 November 1999. Paper presented: "Explaining Latin American Economic Integration: The Case of Mercosur." Paper co-authored with Karl Kaltenthaler.

PANELIST. First Annual Conference of Paraguayan Studies; Paraguay: Facing the Challenges of the New Century, University of Kansas, Lawrence, KS; 8-9 October 1999. Paper presented: "Paraguayan Democratization from Abroad: External Determinants of Democratic Deepening and Regime Survival."

PANELIST. Ninth Annual Meeting of the Association for the Study of the Cuban Economy (ASCE), Miami, FL; 12-14 August 1999. Paper presented: "*Cuba's Bingshang*: Problems and Prospects of the FAR's Involvement in the Economy -- Lessons from China's PLA."

PANELIST. Organization of American States (OAS) Seminar on the Inter-American System and Democracy, Universidad de los Andes, Bogota, Colombia; 15-16 April 1999. Paper presented: "The Inter-American System and Democracy in Paraguay: The Application of Resolution 1080."

PANELIST. Second Cuban Research Institute Conference on Cuban and Cuban-American Studies, Florida International University, Miami, FL; 18-20 March 1999. Paper presented: "Problems and Prospects of the Cuban Military's Involvement in the Economy: Lessons from China's PLA and Central American Armed Forces."

PANELIST. International Studies Association-South Conference (ISA-South), Charlotte, North Carolina; 30 October - November 1, 1998. Paper presented: "Conceptual Debate in Post-Cold War U.S.-Latin American Policy: Organizing Principle or Eclecticism?"

PANELIST. Regional Security--Arms Transfers. VI Annual US Air Force Institute for National Security Studies (INSS) Conference. US Air Force Academy, Colorado Springs, Colorado; 19-20 November 1998. Paper presented: "US Weapons Transfers to Latin America: An Argument for Hemispheric Peace and Democratic Stability." Co-authored with Lt. Colonel Antonio Pala.

LECTURE. "Political Parties and Their Relations with Elected Public Officials in a Modern Democracy" Paper presented at a conference on Democratization in Paraguay



at the Superior Electoral Tribunal of Paraguay, Asuncion, Paraguay; 16 September 1998.

SPEAKER. "Hispanics in the U.S. and Memphis: Bridging the Americas." Memphis City Rotary Club; April 28, 1998.

LECTURE/CONSULTANT. "Cuban Politics and Military in Transition." School of Advanced Airpower Studies; Air War College, Maxwell AFB; March 1998. Wargame simulation on low intensity conflict exercise.

PANELIST. Japan, China and Latin America. II Joint Conference of the International Studies Association and Asociacion Mexicana de Estudios Internacionales, Manzanillo, Mexico; December 11-13, 1997. Paper presented: "Sino-Latin American Relations: Diplomatic and Economic Cooperation, 1978-1995."

LECTURE. "Trends in Cuban Military Forces Roles and Missions." US Army School of the Americas, Ft. Benning, GA. Conference on "Future Roles and Structures for the Military and Police Forces of Latin America," November 18-21, 1997.

LECTURE. "U.S. Latin American Policy: Still in Search of a Paradigm." US Air Force Academy, Colorado Springs, CO; October 30, 1997.

LECTURE. "Cuban Politics and Military in Transition." School of Advanced Airpower Studies; Air War College, Maxwell AFB, March 7, 1997.

PANELIST. Conference on the Emergence of Civil Society: A Precondition or a Problem for Democracy?; Center for Studies in Democratization, University of Warwick, February 16-17, 1996; United Kingdom. Paper presented: "Civil Society and Political Democratization in Comparative Perspective: Lessons from Latin America and the Middle East." Co-authored with Mehran Kamrava.

LECTURE. Seminar on Drug Trafficking and Democratization in Brazil and the Southern Cone. Paraguayan National War College, Asuncion, Paraguay; June 1996.

LECTURE. "Post-Cold War U.S. National Security Threats in Latin America." School of Advanced Airpower Studies; Air War College, Maxwell AFB, March 5, 1996.

CONSULTANT. Wargame simulation on low intensity conflict exercise. Maxwell Air Force Base, USAF School of Advanced Airpower Studies, March 5-9, 1996.

PANELIST. Inter-American Relations Viewed from Latin America: Changes and Currents in the 80s and 90s. XIX International Congress of the Latin American Studies Association (LASA), September 28-30, 1995; Washington, DC. Paper presented: "From Dictatorship to Democracy: The Role of the U.S. in Paraguay's Political Process, 1954-1994."

PANELIST. Evaluation of Paraguay's Democratization Process. XIX International Congress of the Latin American Studies Association (LASA), September 28-30, 1995;

Washington, DC. Paper presented: "The Interdependence of Foreign Policy and Democratization."

SPEAKER. "US Trade Opportunities in Latin America." National Association of State Development Agencies; Biloxi, Mississippi; September 20-22, 1995.

CONSULTANT. Wargame simulation on low intensity conflict exercise. Maxwell Air Force Base, USAF School of Advanced Airpower Studies, April 26-28, 1995.

PANELIST. Roundtable Discussion on U.S.-Cuban Relations and the Refugee Crisis, Miami, FL November 1, 1994. Paper presented: "U.S. Policy and the Cuban- American Lobby."

PANELIST. International Studies Association -- Southern Conference, Charleston, SC, October 15, 1994. Paper presented: "Economic Embargoes: An Effective Foreign Policy Tool?"

PANELIST. International Drug Control Policies in the Americas: Current Trends and Future Directions, Miami, FL, July 20-21, 1994. Paper presented: "Drug-Trafficking and U.S. Policy in Brazil and the Southern Cone."

LECTURE. "Castro's Staying Power: False Analogies with Socialist Transitions in Eastern Europe." Third Annual Latin American Lecture Series; Kansas State University, Manhattan, Kansas, December 3, 1993.

PANELIST. Drug Trafficking Workshop, North-South Center Drug Trafficking Project, Bogota, Colombia, March 14-16, 1993. Sponsored by the North-South Center, University of Miami; Coral Gables, FL. Paper presented: "Annotated Bibliography on Drug Trafficking in Brazil and the Southern Cone."

CHAIR AND ORGANIZER. Paraguayan Foreign Policy During the Democratic Transition. XVII International Congress of the Latin American Studies Association (LASA), September 24-27, 1992; Los Angeles, California.

PANELIST. State-of-the-Art Conference on Drug Trafficking Research, North-South Center, University of Miami, March 11-14, 1992. Paper presented: "Paraguay and International Drug-Trafficking: An Analysis of Its Role Through a Review and Discussion of the Literature and Its Methodological Precepts."

PANELIST. Small States in the Hemispheric Order: Some Theoretical Approaches. XVI International Congress of the Latin American Studies Association (LASA), April 4-6, 1991. Washington, DC. Paper presented: "Realism and Interdependence in the Southern Cone: Theoretical Approaches to the Study of Paraguay's Relations with Its Neighbors."

ORGANIZER AND MODERATOR. I-V Annual Conferences on Cuban History and Politics. Sponsored by Belen Jesuit Prep. High School and the Center for Latin American and Caribbean Studies (CELAC), Miami FL 1988-1992.

## INTERNATIONAL ELECTION OBSERVER DELEGATIONS, CONSULTING ASSIGNMENTS AND RELATED EXPERIENCES

Member of OAS Study Group on Paraguay, 2007-2008.

Invited to participate as speaker at a State Department Conference on Cuba; Arlington, VA, January 2008.

Invited to participate on panel organized by National Intelligence Council -- Session on Cuba; Washington, DC; February 2007.

Invited to participate on Roundtable discussion sponsored by Office of the Secretary of Defense-Western Hemisphere Affairs and organized by the Institute for National Security Studies-NDU to analyze issues for the Defense Ministerial meeting in Managua, Nicaragua; June 2006.

Invited to participate in Roundtable discussion about Cuba organized by the Institute for National Strategic Studies at the request of the Director, Strategic Plans and Policy, J5 Department of Defense. The topic of the roundtable, "Political-Military Planning for Transition in Cuba"; June 2006.

Unpublished manuscripts contracted by the Central Intelligence Agency 2004.

*First manuscript:* "Relations between the Ministry of Interior and the Revolutionary Armed Forces of Cuba (FAR)" *Second manuscript:* "Generations in the General Officer Corps of the Revolutionary Armed Forces of Cuba: Backgrounds, Perceptions and Common Purpose." Briefings on findings presented on 28 September 2004; CIA HQ, Langley, VA.

Presented preliminary results of study on Cuban political values and expectations, "Value Orientations and Attitudes of Recently Arrived Cubans in Miami." Sponsored by the Institute for Cuban and Cuban-American Studies (ICCAS), University of Miami; 29 January 2004.

Presented remarks at a one-day workshop, "Cuba: Succession and/or Transition." Co-sponsored by the National Intelligence Council and Florida International University; Biltmore Hotel, Miami, FL; 4 December 2003.

Presented remarks on the Revolutionary Armed Forces (FAR) of Cuba for the Cuba Working Group, Central Intelligence Agency; 18 March 2003, Langley, VA.

Presented remarks on the Revolutionary Armed Forces (FAR) of Cuba for the U.S. Department of State, Bureau of Intelligence and Research Cuba Seminar for Chief of Mission in Havana, Cuba James Cason; 1 July 2002, Washington, DC.

Participated and lectured in civil-military relations project for the Office of Defense Cooperation -- Paraguay, Department of Defense/USAID. Lectured at the *Instituto de Altos Estudios Estrategicos* of Paraguay; 22-30 July 2001, Asuncion, Paraguay.

Interviewed on Cuba and US-Latin America relations and security issues for articles published in national and international newspapers/outlets, Los Angeles Times, ABC News, Reuters, Wall Street Journal, The New York Times, Financial Times, Miami Herald, Veja (Brazil), Houston Chronicle, El Tiempo (Colombia), El Nuevo Herald (Miami), National Public Radio, Washington Times, CNN en Espanol, CNN, Associated Press, Radio/TV Marti, El Nuevo Herald (Miami), National Public Radio, Fox News, Canadian Television, La Tercera (Chile), Ft. Lauderdale Sun Sentinel, San Diego Tribune, Voice of America, USA Today and St. Petersburg Times, 2004-2008.

Regular contributor/commentary for Radio Marti Programs (Voice of America) and Univision Radio 1999-2008.

Outside Reviewer/Evaluator of International Studies Curriculum and Program, Southwestern University; 27-28 September 1999, Georgetown, TX.

Participant in Baseline Study of Department of Defense Strategy for the Americas (*Western Hemisphere Relations at a Crossroads: Insights for US Defense Strategy*), Institute for National Security Studies, National Defense University; July 2000 - July 2001.

Participant in workshop on "Strategic Outlook for Inter-American Security." Office of the Secretary of Defense, Division of Inter-American Affairs, Department of Defense (National Defense University); 16-17 September 1999, Washington, DC.

Expert Witness for INS Asylum Cases (Colombia, El Salvador, and Guatemala), Memphis, TN and Washington, DC 1999-2007.

Consultant for National Democratic Institute, Democratization Programs in Paraguay, 1997-1998.

Head of Mission, National Democratic Institute (NDI) for International Affairs Delegation to Observe and Study Colorado Party primary elections in Paraguay: September 4-9, 1997.

Co-coordinator. Buckman Laboratories Cross-Cultural Seminar on International Business Practices; Memphis, TN, 1996.

Coordinator and Lecturer. Kellogg Cross-Cultural Seminar on Latin America, Meeman Center for Special Studies; Rhodes College, 1994-1995.

International Observer Delegation, Paraguayan National Elections: May 5-12, 1993. Organized and Sponsored by the Latin American Studies Association (LASA).

Intern. Research and Educational Department. Organization of American States; Washington DC May 1986 - September 1986.

## **PROFESSIONAL ASSOCIATIONS**

Latin American Studies Association (LASA)  
Southeastern Conference on Latin American Studies (SECOLAS)  
International Studies Association (ISA)  
Inter-American Dialogue  
Hispanic Council on International Relations

### **Courses Taught at**

#### National War College

Seminar on Fundamentals of Strategic Logic  
Seminar on Latin American Politics and U.S. Policy  
Seminar on Global Security Arena  
Seminar on Latin American and Caribbean Foreign Policy  
Seminar on National Security and the Interagency Process  
Director for Core Course 6500: The Global Context

#### Rhodes College

Introduction to Comparative Politics  
Latin American Politics and Society  
Issues in Contemporary Inter-American Relations  
Introduction to International Relations  
Mexican Politics and Society in the 20th Century  
Topics in International Studies: Cuban Revolution  
Topics in International Studies: Drug Trafficking in the Americas  
Topics in International Studies: Civil-Military Relations in Latin America

#### University of Miami

Seminar on Cuban Revolution  
Seminar on Latin American and Caribbean Foreign Policies  
History of Cuba  
Issues in U.S.-Latin American Relations  
Western Civilization: Antiquity to Renaissance

#### Florida International University

Introduction to Comparative Politics

#### Miami Dade Community College

Introduction to Social Science  
The Cold War as History  
Introduction to International Relations

**Executive Summary**

Extensive executive experience developing organizational goals and policies; formulating and executing plans and programs to achieve strategic objectives; conducting studies and analysis to support sound decision making; and managing people. Extensive oral and written communication experience, including public speaking and meeting facilitation.

- Founder and director of successful energy and environmental consulting firm.
- Consultant to the Office of the Secretary of Defense, providing strategic and analytical support on issues related to energy, the environment and national security.
- Advisor to numerous governmental, non-governmental and private sector organizations on managing risk and aligning investments to organizational priorities.
- Member of United Nations Montreal Protocol Technology and Economics Assessment Panel, advising negotiators on proposed amendments and adjustments to environmental treaty.

**PROFESSIONAL EXPERIENCE**

**Independent Consultant**

1995 - Present

- **Principal author** of a 2004 Defense Science Board (DSB) study titled, "More Fight - Less Fuel" that determined reducing energy demand by military forces could improve operational effectiveness and reduce operational vulnerabilities. Principal author of a 2001 DSB report that concluded reduced operational energy demands could reduce costs and improve force structure balance. Guided group of 77 senior executives and retired general officers toward consensus findings and recommendations.
- As a recognized energy and business process expert retained by the Office of the Secretary of Defense (OSD) to implement recommendations from these reports, including development of new strategies, policies, procedures and analytical tools to incorporate energy considerations into force planning, requirements development, acquisition and infrastructure decisions, including:
  - an energy-based key performance parameter linking operational energy demand to mission effectiveness.
  - guidance for applying the "fully burdened cost of fuel" to analysis of alternatives and acquisition trades.
  - a risk-based approach to energy investments at installations to assure continuity of mission through greater efficiency and use of renewable energy sources.
- **Contributing author** to 2007 CNA report "National Security and the Threat of Climate Change" which examined the national security consequences of global climate change, including geopolitical instability, infrastructure vulnerabilities, food and water scarcity, and the potential for humanitarian disasters. This study recommended governmental actions that could help prepare the Department of Defense (DoD) for potential missions required under varying climate change scenarios.
- In support of the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), identified business process changes needed to manage risks caused by the use of environmentally problematic materials in DoD's supply chain.

- Represented Lawrence Berkeley National Laboratory, as a Department of Energy task force that investigated critical infrastructure protection requirements and recommended technology investments to improve the resilience of national energy infrastructure.
- Engaged by the Center for Strategic and International Studies (CSIS) to develop and produce a forum on "Biofuels and National Security," which demonstrated that there is adequate resource capacity for biofuels to mitigate U.S. dependence on foreign oil and identified public policies to enable greater exploitation of renewable energy sources.

**Institute for Defense Analysis (IDA) /  
Science and Technology Policy Institute (STPI)**

1994 - Present

- As an adjunct at IDA, provides objective analysis of national security issues. Current work is focused on creating opportunities for collaboration with the European Union, other key allies and strategic competitors on managing climate change effects on military operations.
- As an adjunct at STPI provided the White House Office of Science and Technology Policy with an independent assessment of the benefits and technical risk of the Administration's investments in technologies that purport to strengthen energy security and reduce greenhouse gas emissions.

**Office of the Secretary of Defense**

1993 - 1994

- Assisted in establishing and managing new office of the Deputy Under Secretary of Defense (DUSD) for Environmental Security. As military assistant to the DUSD, advised on the formulation and integration of environmental and energy programs and policies.

**United States Air Force**

1978 - 1993

- As a career military civil engineering officer, managed military facilities and construction programs in the U.S. and overseas. As base engineer in Ft. Greener, AK managed 120 support personnel. Supported the establishment of the first B-52 base in the United Kingdom, managed construction of the first Air Launched Cruise Missile installation in Europe and was chief of Air Force-wide environmental office during Pentagon war.

**United Nations Environment Programme**

1989 - Present

**Technology and Economics Assessment Panel (TEAP) of the Montreal Protocol**

- As a member of the TEAP and in support of on-going global efforts to protect the ozone layer, produce periodic assessments of the technical and economic feasibility of strengthening the Montreal Protocol. These reports serve as the basis for diplomatic negotiations.
- Contributing author to Intergovernmental Panel on Climate Change (IPCC) reports assessing the effects of the Montreal Protocol on atmospheric greenhouse gas emissions.

**EDUCATION**

- M.S. - Boston University - Mechanical Engineering
- B.S. - Union College, Schenectady, NY - Electrical Engineering

**REFERENCES**



**BRIAN S. MORRISON**

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**PROFESSIONAL EXPERIENCE**

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**HOUSE PERMANENT SELECT COMMITTEE ON INTELLIGENCE**

**WASHINGTON, DC**

*Deputy Staff Director and General Counsel, 2009 - Present*

- Advise Chairman on all aspects of intelligence and national security policy, budget, strategy, and legislation. Render legal and policy advice to Committee Members and House leadership on all intelligence and national security matters.
- Formulate and execute communications strategies for public statements, press conferences, speeches, and background briefings.
- Supervise professional staff in assessing the lawfulness and effectiveness of covert action programs, intelligence collection programs, and technical collection programs.
- Supervise legal team in drafting annual Intelligence Authorization Act and other legislation. Set legislative priorities and develop legislative strategies for the Committee.

*Acting Chief Counsel/Deputy Chief Counsel, 2005 - 2008*

- Provided substantive intelligence briefings and analysis to Committee on terrorism and covert action.
- Assessed lawfulness and effectiveness of covert action programs, intelligence collection programs, and technical collection programs.
- Drafted annual Intelligence Authorization Act and other legislation and guided bills through the legislative process. Worked with both Executive Branch and NGO stakeholders on legislation at all stages of the legislative process.
- Acted as Committee's lead subject matter expert on Iraq policy and intelligence, counter-intelligence, and Department of Homeland Security intelligence matters.
- Wrote public speeches for Chairman and Members. Assisted in formulation of press and communications strategy.
- Led investigations of sensitive intelligence activities and oversaw production of investigative reports. Acted as Committee's lead negotiator with Executive Branch agencies over production of documents and witnesses in response to Committee requests.
- Served as the Committee's principal authority on Committee and House rules.

**CENTRAL INTELLIGENCE AGENCY**

**WASHINGTON, DC**

*Assistant General Counsel, 2004 - 2005*

- Advised senior Agency officials on diverse legal issues, including detention policy, invocation of the state secrets privilege, and covert action policy and law.
- Represented Agency interests in civil and criminal litigation involving terrorism and espionage in federal and state courts throughout the country.
- Served as CIA's subject-matter expert in the Classified Information Procedures Act, advising Department of Justice attorneys and Agency attorneys in the protection of CIA equities in criminal proceedings.
- Conducted training on substantive areas of national security law for attorneys throughout the Agency and mentored junior attorneys in litigation strategy and criminal law.

**WILLIAMS AND CONNOLLY LLP**

**WASHINGTON, DC**

*Associate, 2000 - 2004*

- Represented clients in complex civil and criminal litigation at all stages of the legal process in both state and federal courts, on both trial and appellate levels.
- Conducted document discovery in civil litigation involving millions of documents, supervising a team of associates and paralegals. Took and defended dozens of depositions in high-profile civil litigation. Wrote pleadings for state and federal litigation. Conducted jury selection and oral arguments.
- Performed internal corporate investigations on sensitive matters involving national security information, industrial espionage, securities law, federal ethics laws, and banking law.

**UNITED STATES COURT OF APPEALS FOR THE FIRST CIRCUIT**

**BOSTON, MA**

*Law Clerk, Judge Hugh H. Bownes, 1999 - 2000*

- Drafted bench memoranda and opinions for the Honorable Hugh H. Bownes.



## MILITARY EXPERIENCE

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### U.S. NAVY RESERVE, 2002 - Present

#### CHIEF OF NAVAL OPERATIONS, INTELLI PLLOT RESERVE UNIT

Arlington, VA

*Watchstander and Intelligence Analyst, 2007 - 2009*

- Served watch on the Chief of Naval Operations (CNO) and Navy 24-hour war room
- Wrote and edited articles for CNO's morning intelligence summary.

#### MULTI NATIONAL CORPS IRAQ

Baghdad, Iraq

*Human Intelligence Liaison Officer/Detainee Operations Officer, 2007*

- Served as the senior Human Intelligence and Detainee Operations officer for a targeting cell, developing target packages on high-value JED networks, facilitators and builders.
- Supervised production of target packages for numerous kinetic strikes.
- As face of the senior intelligence analysts ensured the analytical integrity and rigor of finished intelligence products.
- Provided support to post-kinetic investigations in order to develop counter-network operations.
- Disseminated detainee biometric and interrogation information to U.S. forces throughout the Greater of operations and to national intelligence agencies.
- Supervised over 20 subordinates and administered 10 direct reports. Provided mentoring to junior officers and enlisted.
- Awarded Defense Meritorious Service Medal, Operation Iraqi Freedom Campaign Medal and Armed Forces Reserve Medal.

#### OFFICE OF NAVAL INTELLIGENCE, RESERVE UNIT 0560

SUHLAND, MD

*Target Development Analyst, 2003 - 2007*

- Authored analytical intelligence products on maritime terrorism, counter-illicit trafficking, and geopolitical affairs.
- Supervised a team of junior officers and enlisted sailors in security policy, analytical tradecraft, and professional development.

## EDUCATION

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### HARVARD LAW SCHOOL

CAMBRIDGE, MA

*Juris Doctorate, cum laude*

- Senior Editor, Harvard Civil Rights-Civil Liberties Law Review

### BRANDEIS UNIVERSITY

WALTHAM, MA

*Bachelor of Arts, summa cum laude*

- Double major: English and American Literature/American Studies
- Hinds Prize in American Studies
- Awarded Undergraduate Research Program grant and University Fellowship grant for independent research.

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Admitted to the District of Columbia and Commonwealth of Massachusetts bars.

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David Mussington, PhD

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Deputy - Policy and Programs  
Office of Security Strategy and Special Operations  
National Railroad Passenger Corporation  
60 Massachusetts Avenue, NE  
2E113  
Washington DC 20002  
202-906-3093 (Office)  
202-906-3090 (Fax)

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### Professional Experience

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August 2007 - Present (14 months) **Deputy - Policy and Programs at Office of Security Strategy and Special Operations, National Railroad Passenger Corporation**

Duties: Lead Official - Security Policy Formulation; Responsible policy official - Transit Security Grant Program (Amtrak); direct Amtrak security capital planning framework (infrastructure protection projects); Planning lead - terrorism risk management and technology identification for counter-terrorism solutions; represent Amtrak on the Security Risk Management Committee of the American Public Transportation Association (APTA)

July 2006 - August 2007, **Senior Principal Officer - Security Evaluations and Intelligence**, National Railroad Passenger Corporation (Amtrak) - Office of Inspector General

Duties: Counter-Terrorism Program Oversight, Security Reviews and Security Standards Identification and Development, Senior official in charge of security evaluations and special advisor to the Inspector General.

August 2004 - **Appointed** to Adjunct Faculty, Security Studies Program (SSP), Georgetown University, Edmund A. Walsh School of Foreign Service, Georgetown University, teaching seminars on Information Operations and Information Warfare, International Relations

October 1995 - July 2006 - **Political Scientist**, RAND Corporation

Research Areas: Homeland Security and Counter-Terrorism, Critical Infrastructure Protection, Information Assurance and Information Security, Terrorist Finance

SWORN IN AS A NATURALIZED U.S. CITIZEN, JULY 27, 2003

**Visiting Professor and Co-Director**, 1994-1995: International Organizations and Non-Proliferation Project (IONP), Center for Non-Proliferation Studies, Monterey Institute of International Studies (MIIS)

**Research Associate**, 1993-94: International Institute for Strategic Studies (IISS). Authored Adelphi Paper 291, *Understanding Contemporary International Arms Transfers*, September 1994.

**Post-Doctoral Fellow**, 1991-93: Belfer Center for Science and International Affairs (BCSIA), John F. Kennedy School of Government, Harvard University.

**Harvard MacArthur Scholar and Research Fellow**, 1992-93, Center for International Affairs (CFIA), Harvard University.

**Defence Scientist and Pre-Doctoral Candidate**, 1989-91, [Office of the] Assistant Deputy Minister National Defence - Policy and Communications, Government of Canada

### Education

**Ph.D. Political Science**, Carleton University, Ottawa, 1994

**M.A. Political Science**, University of Toronto, 1985. Specialization: International Relations

**B.A. Economics and Political Science (Honors)**, University of Toronto, 1984.

### Selected Publications and Reports

#### Books

*Concepts for Enhancing Critical Infrastructure Protection: Relating Y2K to CIP Research and Development* (Santa Monica, CA: RAND) Science and Technology Policy Institute, MR-1259-0STP, 2002

*Exploring Money Laundering Vulnerabilities through Emerging Cyberspace Technologies: A Caribbean-Based Exercise* (with Peter A. Wilson and Roger C. Molander), (Santa Monica, CA: RAND), MR-1005-OSTP/FinCEN, 1998.

*Explorando Las Vulnerabilidades Del Lavado Del Dinero Por Medio De Las Tecnologias Emergentes Del Ciberespacio: Une Ejercicio De Base Caribeno.* (With Peter A. Wilson and Roger C. Molander), (Santa Monica, CA: RAND), MR-1005/1-OSTP/FinCEN, 1998.

*Strategic Information Warfare Rising* (with Roger C. Molander, Peter A. Wilson, and Richard F. Mesic), (Santa Monica, CA: RAND), MR-964-OSD, 1998.

*Cyberpayments and Money Laundering: Problems and Promise* (with Roger C. Molander and Peter A. Wilson), (Santa Monica, CA: RAND), MR-965-CTI, 1998.

*US Foreign Economic Policy and High Technology Industries: The Case of Imaging and Satellite Technologies* (Monterey, CA: Center for International Trade Strategy, Monterey Institute of International Studies, September 1995).

*Arms Unbound: The Globalization of Defense Production* (Cambridge, MA: CSIA Studies in International Security No.4, Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University/Brasseys (US) 1994).

Understanding Contemporary International Arms Transfers, *Adelphi Paper 291*, (London: IISS/Brasseys, September 1994).

### Peer Reviewed Articles

"Transnational Challenges and the International Security Environment," (with William Rosenau and Kemper Gay), *Law Enforcement and Low Intensity Conflict*, 3,1, (1998).

"Defense Conversion and Industrial Competitiveness in the United States: A New Test for Industrial Policy," *Business and the Contemporary World*, " 2, 1995, pp. 146-156.

"The International Control of the Arms Trade," *Revue Belge De Droit International*, 1993/1, pp. 53-57.

"Foreign Policy Latitude and Consensus Formation in the Western Security Community After the Cold War," in Frank Miceli, ed., *The Security Reader*, Columbia University (New York: Institute for War and Peace, Columbia University, Spring 1992).

"International Studies: Authentic Paradigms and the Necessity of Choice," *International Studies Notes*, 14, 2 (Spring 1989), pp. 45-49.

### Monographs

*Two Concepts for Improving Capabilities in Information Security/Information Assurance* (for the White House Office of Science and Technology Policy), (Santa Monica, CA: RAND), August 2002

*Research and Development Challenges in Critical Infrastructure Protection* (for the White House Office of Science and Technology Policy), (Santa Monica, CA: RAND), PM-1034-STPI, February 2000.

*The 1999 US-UK "Day After" Critical Infrastructure Protection (CIP) Exercise*, with Roger Molander et al., (Santa Monica, CA: RAND), PM-1019-OASD (C3I), December 1999.

*On the Eve of Y2K: An Interim Integrated Look at the Y2K Problem*, with Roger Molander et al., (Santa Monica, CA: RAND), PM-1022-NIC, December 1999

*The Day After... Y2K After-Action Report*, with Roger Molander, Peter Wilson, Jennifer Brower, Richard Mesic, Robert Anderson, and Orly Yaniv (for the National Intelligence Council) (Santa Monica, CA: RAND) PM-964, July 1999.

*Identifying Potential Institutional Problems in Critical Infrastructure Protection Policy*, (Santa Monica, CA: RAND), PM-982-STP, September 1999.

### Chapters in Edited Volumes

"Cyber Terrorism and Homeland Security," in David Charters, (ed.) *Asymmetric Strategies, Homeland Security, and Public/Private Sector Responses*. (Fredericton, NB: University of New Brunswick, Canada 2005).

"The Day After Methodology and Defense Analysis," in Greg Treverton (ed.) *Defense Analysis Methods for the New Century*, (Santa Monica: RAND, 2002).

"Asia Defense Policy and Procurement Trends," and "Information Warfare," in JR Wilson (ed.), *Defense and Security Review 1998* (London: Atalink Publishing, 1998).

"Asia Defense Policy and Procurement Trends," in JR Wilson (ed.), *Defense and Security Review 1997* (London: Atalink Publishing, 1997), pp. 24-29.

"Contending Models for Preventing Excessive and Destabilizing Arms Buildups," in Andrew Latham (ed.) *Multilateral Approaches to Nonproliferation* (Toronto: York University Centre for International And Strategic Studies, 1996), pp. 19-33.

#### **Periodical Articles**

"Protecting Critical Infrastructure", *RAND Research Review*, (July 2002).

"The Emergence of Electronic Money," *Compuweb*, (October 1996), <http://www.pollux.com>.

"Throwing the Switch in Cyberspace," *Jane's Intelligence Review*, (July 1996), pp. 331-334.

#### **Conference Papers and Briefings**

"Cyber-Terrorism and Homeland Security," *Terrorism, Asymmetric Warfare and Homeland Security: Understanding the Issues One Year After 9/11*. The Wu Conference Center, University of New Brunswick, Fredericton, NB E3B 5A3. October 4-5, 2002.

"Critical Infrastructure Protection: Securing the Banking and Financial Services Infrastructure", Naval Postgraduate School, 16/18 July 2002.

"Potential Abuse in the Digital Economy: Research and Analytical Insights," (with Roger Molander and Peter A. Wilson), Invitational Briefing hosted by Racketeering and Audit Unit, Federal Bureau of Investigation Laboratory, 18 February 1999.

"The Financial Crimes Enforcement Network (FinCEN)-RAND Simulation Exercise", with Dr. Roger Molander. *Sixth Annual Fraud and Enforcement Training Conference*, Arlington, VA. October 8, 1997. Sponsored by the Federal Deposit Insurance Corporation.

"The Shifting International Economic and Political Context of Remote Sensing" May 5-10, 1997 Bremen, Germany (4<sup>th</sup> International Space Congress), Presentation and Discussant Remarks.

"The Proliferation Challenges of Cyberspace," presented at *Cyberspace and Outerspace: NACD in the 21<sup>st</sup> Century*, Ottawa. Government Conference Center, March 3-6, 1997. Hosted by the Department of Foreign Affairs and International Trade, Government of Canada.

#### **Professional and Other Activities**

Member:     The International Institute for Strategic Studies (IISS)  
               The American Political Science Association (APSA)  
               The Planetary Society

# Kenneth A. Myers III

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## PROFESSIONAL EXPERIENCE:

**Senate Committee on Foreign Relations.** Senior Professional Staff Member  
Washington D.C., January 2003 – Present.

Assists the Ranking Member with oversight of United States foreign policy towards Western, Central and Eastern Europe, Russia, Ukraine, the Caucasus, and Central Asia; nonproliferation, counter-proliferation, and arms control diplomacy and programs, and international arms sales; responsible for reviewing and vetting nominees for ambassadorial posts in Europe and the former Soviet Union; and serves as primary Republican staff liaison with the Department of Defense, National Security Council, and the White House. Manages a team responsible for overseeing implementation of the Nunn-Lugar Cooperative Threat Reduction Program; the Lugar-Obama Cooperative Proliferation Detection, Interdiction Assistance, and Conventional Threat Reduction Act; drafting of resolution of ratifications for NATO Enlargement, the Moscow Treaty, IAEA Additional Protocol, and numerous other international agreements including the US-India Nuclear (123) Agreement; responsible for preparing annual authorization legislation for European and former Soviet accounts, arms control, and nonproliferation policies and budgets; oversight and Congressional approval of government and private sales of items covered by the Arms Export Control Act; assists in development of legislative and floor strategy for Committee legislation and nominations; develops, plans, and coordinates the Ranking Member's foreign travel.

**Office of Senator Richard Lugar.** Legislative Assistant for National Security;  
Washington D.C., January 1995 – January 2003.

Assisted Senator on foreign affairs, international politico-military matters, national security issues, international treaties, Nunn-Lugar - Cooperative Threat Reduction legislation, Nunn-Lugar-Domenici - Defense Against Weapons of Mass Destruction legislation, NATO Enlargement, U.S.-European and U.S.-N.I.S. relations, staff oversight for Defense Authorization and Appropriation Bills and Ballistic Missile Defense. Prepared committee hearing materials and opening statements; interfaced with Foreign Relations and Armed Services Committees and with requisite executive branch agencies including A.I.D., National Security Council, State, Energy, and Defense Departments; drafted and prepared floor debate strategy and materials for arms control agreements such as the Anti-Ballistic Missile Defense Treaty, START II, Chemical Weapons Convention and the Biological Weapons Convention; drafted and prepared of floor debate strategy and materials for Defense Authorization Act amendments such as Nunn-Lugar and Nunn-Lugar II; bilateral Enterprise Funds; and denuclearization / dismantlement / defense conversion assistance to N.I.S.

**Robinson Lake Sawyer Miller.** Senior Associate, Legal and Public Representational Firm;  
Washington D.C. May 1994 - December 1994.

Specialized in U.S. public and private sector investments in the states of the former Soviet Union. Responsible for detailed analysis of U.S. foreign and assistance policies toward the N.I.S. and of the requisite N.I.S. governmental reforms, including Nunn-Lugar Cooperative Threat Reduction legislation and bilateral Enterprise Funds; interface between U.S. and N.I.S. joint venture candidates; prepared work plans for U.S. joint venture partners; firm's contact with U.S. Government assistance agencies: O.P.I.C., Export-Import Bank, Defense, Energy, State, Agriculture, and Commerce Departments; established firm's office in Kiev, Ukraine; accompanied clients on trips to Ukraine and subsequent governmental contract negotiations.

**EDUCATION:**

**Master of Arts. World Politics, May 1994.**

Catholic University of America, Washington D.C.

Concentrations: Foreign Policy, International Economics, Intelligence.

Thesis: The Denuclearization of the Former Soviet Union: The Nunn-Lugar Initiative in U.S. Foreign Policy.

**Bachelor of Arts. Liberal Arts and Sciences, May 1992.**

Virginia Polytechnic Institute and State University, Blacksburg, Virginia.

Concentrations: Political Science, International Affairs, History, and English.

References available upon request.

**David A. Ochmanek**

**Professional Experience**

1995 - **Professional Staff, RAND**

**Director, Strategy and Doctrine Program, Project Air Force.**

Directing projects and conducting research on the future demands of U.S. defense strategy, the role of air forces in current and future U.S. military operations, counter-terror and counterinsurgency operations, security of the East Asian and Gulf regions, and the implications of emerging U.S. capabilities for force mix and investment priorities.

1993 - 1995 **Office of the Secretary of Defense (Policy)**

**Deputy Assistant Secretary of Defense for Strategy.**

Drafted strategy and policy portions of the *National Security Strategy of the United States*, the *Defense Planning Guidance*, the *Secretary's Annual Report*, the report of the *Bottom-Up Review*, and other documents. Advised the Assistant Secretary of Defense for Strategy and Requirements as well as other Department principals on the degree to which selected elements of the DoD program supported the defense strategy. Conducted analyses of the capabilities of U.S. military forces and formulated recommendations for enhancing those capabilities.

1985 - 1993 **Professional Staff, RAND**

**Director, National Security Strategies Program, Project Air Force (1989-1992).** Created and managed a program of research and analysis that included assessments of U.S. national security strategy, force capabilities and structures, political and military dynamics of key states and regions, and arms control options.

As a **defense analyst** on RAND's research staff (1985-89; 1992 - 1993), conducted studies assessing the capabilities of U.S. military forces (conventional and nuclear), and identifying priority means for improving operational capabilities. Evaluated proposed arms control agreements and alternative force postures. Developed and assessed post-Cold War alliance structures and force postures. Formulated broad U.S. national security strategy options.

1980-1985 **Foreign Service Officer, U.S. Department of State**



Helped to assess, formulate, and implement U.S. policies across a range of politico-military issues. Policy foci included INF deployments and arms control negotiations (Bureau of European Affairs, 1984-85) and policies to strengthen U.S. defense posture in Southwest Asia (Bureau of Politico-Military Affairs, 1980-81).

Served as staff assistant to Ambassador Arthur Burns, U.S. Embassy Bonn, 1982-84.

1973-1978     **Intelligence Officer, United States Air Force**

Participated in the operation of squadron, wing, and numbered air force headquarters, and in air operations and training in Tactical Air Command (1976-78), Pacific Air Forces (1975), and Military Airlift Command (1973-75).

2007 -         **Adjunct faculty**, Edmund A. Walsh School of Foreign Service,  
present         Georgetown University; Elliot School of International Affairs,  
George Washington University.

**Education**

M.P.A., Public Affairs and International Relations, Princeton University, Woodrow Wilson School of Public and International Affairs, 1980.

B.S., International Affairs and Political Science; United States Air Force Academy, 1973.

**Selected Publications**

*The Challenge of Nuclear-Armed Regional Adversaries* (with Lowell H. Schwartz), RAND, MG-671-AF, 2008.

*A New Division of Labor: Meeting America's Security Challenges Beyond Iraq* (with Andrew R. Hoehn et al), RAND, MG-499-AF, 2007.

"While You Were Dreaming: A Critique of the 'Transformation' Fixation," in *2005 Strategic Survey*, International Institute for Strategic Studies, 2005.

*Gulf 2010: Factors Bearing on the U.S. Military Posture in the Gulf Region* (with Steven Simon et al), RAND, MG-257-AF, 2005.

*Military Operations Against Terrorist Groups Abroad: Implications for the United States Air Force*, RAND, MR-1738-AF, 2003.

*A Framework for Modernization Within The United States Air Force*, (with Glenn A. Kent), RAND, MR-1706-AF, 2003.

*The Real and the Ideal: Essays on International Relations in Honor of Richard H. Ullman* (editor, with Anthony Lake), Rowman and Littlefield, 2001.

*NATO's Future: Implications for U.S. Military Capabilities and Posture*, RAND, MR-1162-AF, 2000.

*To Find, And Not To Yield: How Information and Frequency Can Transform Theater Warfare*, (with Edward Harshbarger et al), RAND, 1998.

*Strategic Appraisal 1997: Strategy and Defense Planning for the 21st Century*, (ed., with Zalmay Khalilzad), RAND, 1997.

"Rethinking U.S. Defense Planning," (with Zalmay Khalilzad) *Survival*, International Institute of Strategic Studies, Spring 1997.

*The New Calculus: Analyzing Airpower's Changing Role in Joint Theater Campaigns*, (with C. I. Bowie, et al.), RAND, 1993.

*Next Moves: An Arms Control Agenda for the 1990's*, (with Edward L. Warner III), The Council on Foreign Relations, New York, 1989.

#### Foreign Languages

(b)(6)

# Eric Pierce

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## National Security Experience

### **Office of the Secretary of Defense**

#### *Team Chief for Policy, Legislative Affairs*

Supervise team of policy, military, schedule, appointments and Presidential Management Fellows who provide direct support to the Secretary of Defense, Deputy Secretary Defense, Under Secretary of Defense for Policy and more than a dozen Assistant Secretaries and Deputy Assistant Secretaries of Defense in shaping strategy for Congressional engagements and in advising the Department's priorities via the Hill. Over the last 20 months have served as OSD-1A, lead on several high priority Department engagements and initiatives, including:

- Supporting the Deputy Secretary of Defense in restructuring congressional support for the Marine Corps move to Guam;
- Transfer authority for U.S. defense articles located in Iraq to the security forces of Iraq and Afghanistan;
- Successful rollouts to the Hill of major strategic reviews - Quadrennial Defense Review (QDR), Ballistic Missile Defense Review (BMDB) and Nuclear Posture Review (NPR);
- Rollout of the Phased Acquire Approach (PAA) on European missile defense;
- Senate confirmation of Prof. Oostburg Sena to become General Counsel of the Navy;
- Support to the President's Effort to Secure Vulnerable Nuclear Material within Five Years;
- Nuclear Weapons Modernization - Restoration of funds for the B-61 Life Extension Program and a \$5.7 billion increase to nuclear programs;
- The New START Treaty (NST) with Russia - the resolution of ratification cleared the Senate Foreign Relations Committee with a bipartisan vote of 14-1; the full Senate voted 71-26 to provide advice and consent to ratification of the Treaty.

### **Center for a New American Security**

#### *Policy and Congressional Liaison*

Collaborate with Michele Flournoy, Dr. Eric Campbell and Dr. James Miller on research and reports focused on U.S. interests in Iraq, readiness of American ground forces, the future of the Department of Defense, the relationship between Congress and the Pentagon, global climate change and advance Middle East peace. (Serve as primary Congressional liaison on behalf of the organization and its principals.

### **Office of U.S. Senator Ben Nelson**

#### *Military Legislative Assistant*

Advised Senator Democratic Senator who serves on the Appropriations Committee and as Chairman of the Armed Services Strategic Forces Subcommittee. Areas of concentration: Iraq, Afghanistan, the war on terrorism, military personnel matters, strategic issues, emerging threats, NATO enlargement, the Middle East peace process, intelligence reform, and Darfur.

### **National Security Council**

#### *Defense Department Fellow - Director, Transnational Threats*

Advised President of the United States and National Security Adviser on drug trafficking and international crime issues. Primary areas of responsibility: the military, economic and humanitarian assistance packages *Plan Colombia*, member of the interagency Working Group on Organized Crime, and contributor to first International Crime Threat Assessment.

### **Office of the Secretary of Defense**

#### *Defense Department Fellow - Country Director for Bolivia, Ecuador & Peru*

Coordinated counter-drug efforts in Bolivia, Ecuador and Peru for the ASD for Special Operations and Low Intensity Conflict (SO/LIC) and D&SD for Drug Enforcement Policy and Support (DEPS).

Washington, DC

June 2008 - Present

Washington, DC

April 2007 - June 2009

Washington, DC

March 2001 - March 2007

Washington, DC

May 2000 - Feb 2001

Washington, DC

July 1999 - May 2000

# Eric Pierce

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Department of the Navy, Office of Program Appraisal  
*Defense Department Fellow - Program Analyst*

Washington, DC  
August 1998 - July 1999

Guided development of business reform proposals collectively known as the Revolution in Business Act sponsored by the Housing Reform Round Table developing new guidelines for enlisted personnel.

## Education

The Johns Hopkins School of Advanced International Studies (SAIS) - Washington, DC  
Master of International Public Policy, concentration in Middle East Studies

Louisiana State University - Baton Rouge, LA  
Bachelor of Arts in American History, minor in Political Science

## Security Clearances

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## Professional and Voluntary Activities

Term Member, Council on Foreign Relations  
Adjunct Professor, George Washington University's Ethical School of International Affairs  
Advisory Board Member, Nuclear Security Budget Project, Carnegie Endowment for International Peace  
Learning Mentor, High Achievement Program (HAP)  
Member, Foundry United Methodist Church

## Honors/Recognition

Recipient, Disabled American Veterans Appreciation Award, 2010  
Appointed "Admiral in the Nebraska Navy", 2007  
Department of Defense Award for Outstanding Achievement, 2000  
Appointed U.S. Defense Department Fellow, 1998  
Team Leader, AmeriCorps Pilot Program - 091

## Selected Publications

"Gates and the Next Congress: High Tech-ops Cooperation Must Define Term," *Defense News* (December 8, 2008)  
"Transform the Mideast," *The Press-Enterprise*, (September 30, 2007)  
"Pass new use-of-force resolution on Iraq," with Shawn Brimley, *The Hill*, (September 18, 2007)

## S. (Sandra) Veronica Richardson, Colonel (Retired)

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### QUALIFICATIONS SUMMARY

Senior financial management professional with over twenty-eight years of extensive and progressively increasing responsibility managing large, high dollar financial organizations.

Managed finance and accounting programs and organizations servicing communities comprised of tens of thousands of personnel and family members.

Superior abilities in leading, motivating, and developing cohesive teams with winning results.

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### PROFESSIONAL EXPERIENCE

#### Obama for America Campaign Experience 2008

- **Primary states' field operations, Obama for America:** volunteer traveler to campaign in Pennsylvania and Indiana; full-time field volunteer in Virginia
- **Obama Observer** to Virginia State Democratic Convention.
- **Women for Obama:** Leadership Committee, VA WFO, attended WFO/DNC Women's Leadership Forum in Chicago (October); assisted with WFO "Conversations with Surrogates" and outreach in primary and general election campaigns. Worked with Professional and Business Women United for Obama.
- **General election, VA Campaign for Change:** Full-time volunteer staff in Northern VA, assisted with Constituency Outreach for Small Business and Veterans; assisted with planning and staffing of events served on GOTV leadership team, attended the Democratic National Convention. Photographer for VA WFO.

**Senior Military Executive Assistant to Director (July 2003 – January 2006) and eGovernment Project Officer (January – December 2006),** Defense Finance and Accounting Service (DFAS), Arlington, VA., 2003 – 2006 Served as a principal adviser on the personal staff of the agency's Director, responsible for providing the DoD with the full spectrum of finance and accounting services worldwide. DFAS employed over 16,000 personnel in over twenty-six locations, and paid six million military and civilian personnel. DFAS had an operating budget of \$1.4 billion, and disburses over \$455 billion annually.

- Prepared Director for briefings, public appearances, and all Director visits, accompanied Director as top aide on all official travel.
- Resolved problematic entitlement cases brought to the attention of the Director.
- Served as liaison to Office of the Under Secretary of Defense (Comptroller) and other agencies.

**Commander,** Defense Finance and Accounting Service, Orlando, FL, 2001 – 2003 Managed a Department of the Army centrally selected brigade-level DFAS business unit comprised of 379 personnel (soldiers, airmen and civilians). A multi-service, joint command, responsible for accounting, disbursing, travel pay, and vendor pay support to eight major commands/clients. Client services included \$23 billion annually in customer funds. Managed \$12 million operating budget.

- Successfully implemented initiatives to redefine customer service to create efficiencies and reduce costs.
- Significantly improved environment for team as evidenced by increase in 15 of 17 dimensions of the team's annual assessment and improved customer service with an increase of 34%.
- Created an environment for new ideas, process improvements and innovations.

**Military Assistant to the Assistant Secretary of the Army (Financial Management and Comptroller)**, Pentagon, Washington, D.C., 1999 – 2001. Provided the Assistant Secretary executive review, personal advice and guidance on programs and matters affecting Army-wide financial management functions. Integrated and coordinated matters presented to the Assistant Secretary for action. Participated in formulation of policy, procedures, and programs.

- Prepared the Assistant Secretary for selected meetings, briefings, official functions and public appearances. Accompanied as top aide the Assistant Secretary on all official travel.
- Acted as liaison with the Office of the Secretary of Defense, the Joint Staff, the Army Secretariat, the Army Staff, Major Army Commands, and other outside agencies

**Commander, 176<sup>th</sup> Finance Battalion**, Yongsan, Republic of Korea, 1996 – 1998. Managed the Army's most diverse forward deployed and centrally selected Finance Battalion, responsible for operations and training for four subordinate commands at three major locations separated by hundreds of miles. Provided finance service support to eleven brigade-level commands throughout Korea. Disbursed up to \$139 million monthly and served as the Theater Central Funding Officer.

- Produced combat ready unit with battle focused standards, mission ready at all times.
- Earned "Diamond and Sword Award" for sustained tactical and technical proficiency.
- Flawlessly executed processing of non-combatants during exercise Courageous Channel.

**Chief, Financial Management Branch**, Joint Chiefs of Staff, The Pentagon, Washington, D.C. 1996 – 1998 Managed the Financial Management Branch for the Joint Staff. Executed a \$650 million annual budget in support of the Joint Staff and the Combatant Commands. Supervised eight senior civilian, military, and contractor personnel.

- Successfully implemented the conversion of the Comptroller Automated Budget System.
- Led team to unparalleled levels of success and near flawless execution of all programs.
- Routinely conducted General Officer and Senior Executive Service level briefings.

#### **Other Assignments**

**Program Budget Officer**, Assistant of Army (Financial Management and Comptroller), Pentagon

**Budget Director**, Secretary of Defense Military Working Group, Washington, DC

**Financial Analyst**, Assistant of Army (Resource Analysis and Business Practices), Pentagon

**Commander**, 45<sup>th</sup> Finance Support Unit, Kaiserslautern, Germany

**Deputy Finance Officer**, 45th Finance Support Unit, Kaiserslautern, Germany

**Staff Finance and Asst Executive Officer**, US Finance and Accounting Center, Indianapolis, IN

**Central Accounting Officer**, Second Infantry Division, Republic of Korea

**Chief, Military Pay and Training Officer**, Fort McClellan, AL

#### **EDUCATION AND TRAINING**

**Masters of Accountancy**, University of Alabama, Tuscaloosa, AL, 1987

**B. S. Degree, Accounting**, Tuskegee University, 1978

**The Army War College**, 1999

**Command and General Staff College**, Leavenworth, KS. 1992

**Professional Military Comptroller School**, Montgomery, AL, 1993

**Joint Professional Military Education Course**, Armed Forces Staff College, Norfolk, VA, 1994

## **Affiliations**

Board Member, American Society of Military Comptrollers, Alexandria, VA  
Board Member, COMPACT, Orlando, FL

Life Member, Association of United States Army  
Life Member, Army War College Association  
Life Member, Army Finance Corps Association  
Life Member, American Society of Military Comptrollers  
Life Member, Society of White House Military Aides  
Life Member, Delta Sigma Theta Sorority, Inc.  
Life Member, ROCKS, Inc

## **Awards and Decorations**

Presidential Distinguished Service Award, Tuskegee University  
Distinguished Member of the Regiment, Army Finance Corps Association

Defense Superior Service Award  
Legion of Merit  
Defense Meritorious Service Medal (2)  
Meritorious Service Medal (3)  
Joint Service Commendation Medal  
Army Commendation Medal (2)  
Global War on Terrorism Service Medal  
Korea Defense Service Medal  
Armed Forces Reserve Medal  
Joint Staff Identification Badge  
Army Staff Identification Badge  
Nathan Towson Regimental Medallion

## BRAD ROBERTS

member, research staff, Strategy, Forces, and Resources Division

(1/1/15)

### Key responsibilities:

- To develop analytical products for the Office of the Secretary of Defense and support agencies on policy and strategy issues associated with weapons of mass destruction.
- To provide project and program leadership.
- To assist in advisory activities to the Department of Defense and other USG entities.

### Also serve as:

- Professorial Lecturer in International Affairs, Elliott School of International Studies, George Washington University
- Member, Threat Reduction Advisory Committee (reporting to the Undersecretary of Defense for Acquisition, Technology, and Logistics—a role requiring appointment as a Special Government Employee):
  - chair, TRAC panel on Combating WMD
  - member, TRAC panel on Nuclear Deterrence Transformation
- Special advisor, Strategic Advisory Group, U.S. Strategic Command (also SGE role)
- Vice chair, US Committee of the Council for Security Cooperation in the Asia Pacific
- Member of the Council on Foreign Relations, International Institute for Strategic Studies (London), and Arms Control Association
- Member, editorial board, *The Nonproliferation Review*

### Served previously as:

- member and founding chairman, Threat Reduction Program Review Committee, Los Alamos National Laboratory, 2003-2006 (following service as member and chairman, Review Committee, Decision Applications Division, 1996-2003).
- chairman, research advisory council, and member, board of trustees, Chemical and Biological Arms Control Institute (1994-2005)
- research fellow, Center for Strategic and International Studies (1983-1995) and editor of *the Washington Quarterly* (1988-1995).
- research associate, International Institute for Strategic Studies, 1990
- analyst, defense policy and arms control, Congressional Research Service (1987)

### Education:

- Doctorate, Political Science, 1996, Erasmus University Rotterdam, The Netherlands
- M.Sc. International Relations, 1981, London School of Economics and Political Science
- B.A. International Relations, 1976, Stanford University (also completed B.A., German Studies)



## FY08/09 IDA Project Activity

*With sponsorship of the Defense Threat Reduction Agency:*

1. Nuclear Stability in Asia:
  - a. What are the potential new sources of instability in the relationships of strategic military power among Asia's major powers?
  - b. How does China's nuclear policy community understand the requirements of nuclear stability and security? How should this inform the China-US nuclear dialogue?
2. The Evolving Requirements of Extended Deterrence:
  - a. What are the new challenges of extended assurance and deterrence in the emerging security environment (a series of case studies)?
3. Regional Threat Reduction Strategies:
  - a. What are the lessons of past successes in preventing nuclear tipping points from being crossed in the global subregions?
  - b. How can those lessons be adapted to inhibit the next wave of potential proliferators?
4. The Changing International Political Order and its Implications for Nuclear Order:
  - a. How is the changing east of rising, falling, and stagnating powers affecting the quest for stable international nuclear order?

*With sponsorship of the United States Institute of Peace:*

- Analytical support to the Congressional Commission on the Future of the Strategic Posture of the United States. Serving as lead drafter.

*With IIS central research support:*

- East Asia Security Strategy:
  - a. Four times in the 1990s, the USCG issued statements of East Asia Security Strategy, but none has been issued since 1998.
  - b. This project is a joint activity of IDA, the Center for Naval Analyses, NDU's Institute for National Security Studies, Pacific Forum CSIS, and the Center for a New American Security, aimed at drafting a new USCG strategy statement.
  - c. IDA's key contributions: elaboration of strategies to manage China's rise and to reduce WMD threats and risks.

(b)(6)

## Papers Published by the Institute for Defense Analyses:

2009

- “Asia’s Major Powers the the Emerging Challenges to Nuclear Stability among Them” (draft final)

2008

- “Beyond the Moscow Treaty: Alternative Perspectives on the Future Rules and Utility of Nuclear Weapons” (coauthored with Victor Utgoff)

2007

- “Nuclear Dialogue With China: Crafting an Approach”
- “Deterrence and WMD Terrorism: Calibrating its Potential Contributions to Risk Reduction”

2006

- “Instability in the DPRK: Toward ‘More Anticipatory’ Strategic Warning”

2005

- “Operationalizing Dissuasionof China: Practicalities and Pitfalls”

2004

- “The ‘Nexus:’ A Summary Review of Administration Statements on the Threats Posed by Terrorism, Rogue States, and WMD”
- “China’s Perceptions of the U.S. Nuclear Threat: A Post-NPR Survey”
- “Strategic Options: Understanding the New Long War” in *Strategies for the 21<sup>st</sup> Century: A Study of Strategy and Technology, Final Report* (DARPA, May 2004)

2003

- “China and Ballistic Missile Defense: 1955 to 2002 and Beyond”
- “Dissuasion, China, and the New Triad”
- “Defining the Challenges of Campaign-level Responses to Campaign-type Terrorism”
- “A Strategy for the New Long War”

2002

- “American Primacy and Major Power Concert: A Critique of the 2002 National Security Strategy”
- “Tripolar Stability: The Future of Nuclear Relations among the US, Russia, and China”
- “Deterring Terrorism: Terrorist Campaigns and Prolonged Wars of Mutual Coercion”

2001

- “China-U.S. Nuclear Relations: What Relationship Best Serves U.S. Interests?”
- “East Asia’s Nuclear Future: A Long-Term View of Threat Reduction”

2000

- "Nuclear Multipolarity and Stability"
- "Asymmetric Conflict 2010"
- "China and Asymmetric Warfare"
- "Asymmetric Counters to JV2020"
- coauthor with James Silk and Victor Utgoff, "The Comprehensive Test Ban Treaty, Foreign Nuclear Weapons Programs, and US Security: An Assessment"
- "A Framework for Speculating About When and How Biological Weapons Might be Used in the Middle East"
- "NATO and Biological Warfare: An Overview of Key Issues"

1999

- "Geopolitics and Nuclear Order: The Nuclear Planning Environment in 2015"
- "Global Nuclear Futures: Evolution or Revolution?"
- "China's Nuclear Strategy"
- coauthor with Michael Nacht, "What Can Defense Threat Reduction Accomplish?"
- "A Scenario for the Use of Smallpox to Cause Strategic Collapse of the USA"

1998

- "Biological Weapons in Major Theater War"
- "Counterproliferation and The Spectrum of Conflict"
- "Multilateralism and Security in East Asia"
- "The Future of Nuclear Weapons in Asia"
- "Biological Weapons Proliferation in Asia"

1997

- coauthor with Victor Utgoff, "Counterproliferation: A Mid-Term Assessment"
- coauthor with Utgoff, "Coalitions Against NBC-Armed Regional Adversaries: How Are They Formed, Maintained, and Led?"
- coauthor with Utgoff, "Fundamental Questions Raised by Far Deeper Negotiated Nuclear Arms Reductions"
- contributor, "A Top-Down Examination of the Nuclear Forces Sustainment Problem"
- coauthor with Karl Lowe, "Biological Warfare Decision Points: A Framework for Analysis"
- "Chem-Bio Terrorism: Calibrating Risks and Responses"

1996

- "Rethinking How Wars Must End: NBC War Termination Issues and Major Regional Contingencies," in Victor Utgoff, ed., *The Coming Crisis: Nuclear Proliferation, U.S. Interests, and World Order* (Cambridge, Mass.: MIT Press)
- coauthor with Karl Lowe, "Biological Weapons and U.S. Security"
- "BW Defense in Coalition Wars: Assessing the Capabilities of U.S. Allies and Potential Coalition Members"

- “World Order in the *Post-Post* Cold War Era: Beyond the Rogue State Problem”
- “Biological Weapons Proliferation and U.S. Security”
- “Authorizing NBC Counterforce: Deliberating U.S. Interests and Choices”
- “Military Strikes Against NBC-Armed Rogue States: Is There a Moral Case for Preemption?”
- “Arms Control in the Emerging Strategic Environment”
- “Technology Diffusion and International Security”

## OTHER PUBLICATIONS

### **authored book:**

- *Weapons Proliferation and World Order After the Cold War* (The Hague, The Netherlands: Kluwer Law International, 1996).

### **authored monograph:**

- "Chemical Disarmament and International Security," *Adelphi Paper 267* (London: Brassey's for IISS, 1992).

### **coauthored monograph:**

- with Robert Manning and Ronald Montaperto, *China, Nuclear Weapons, and Arms Control* (Council on Foreign Relations, 2000).

### **edited books:**

- *Weapons Proliferation in the 1990s* (Cambridge, Mass.: MIT Press, 1995).
- *Order and Disorder After the Cold War* (MIT Press, 1995).
- *New Forces in the World Economy* (MIT Press, 1995).
- *U.S. Security in an Uncertain Era* (MIT Press, 1993).
- *U.S. Foreign Policy After the Cold War* (MIT Press, 1992).
- *The New Democracies: Global Change and U.S. Policy* (MIT Press, 1990).
- Coeditor with Walter Laqueur, *America in the World 1962-1987: A Strategic and Political Reader* (New York: St. Martin's Press, 1987).
- *Hype or Reality: Assessing the Risks of Mass Casualty Terrorism* (Alexandria, Va.: Chemical and Biological Arms Control Institute, 2000).
- *Terrorism With Chemical and Biological Weapons: Calibrating Risks and Responses* (Alexandria, Va.: Chemical and Biological Arms Control Institute, 1997).
- *Ratifying the Chemical Weapons Convention* (Washington, D.C.: CSIS, 1994).
- *Biological Weapons in the 1990s: Weapons of the Future?* (CSIS, 1993).
- *The Chemical Weapons Convention: Implementation Issues* (CSIS, 1992).
- *Chemical Disarmament and U.S. Security* (Boulder, Colo.: Westview Press, 1992).
- *Chemical Warfare Policy: Beyond the Binary Production Decision* (CSIS, 1987).

## **Book chapters, journal articles, other short published items**

Topical areas:

- Arms Control
- General Weapons Proliferation Issues
- Asian Security
- General topics
- Biological weapons: proliferation and control
- Chemical weapons: proliferation and control
- Democratization and human rights

(some items are double-listed under different topical subheads)

### **I. Arms Control**

“Order, Stability, and Nuclear Abolition: A Comment” in George Perkovich and James Acton, eds., *Abolishing Nuclear Weapons: A Debate* (Carnegie Endowment, 2009).

“Book Review: The Minimum Means of Reprisal: China’s Search for Nuclear Security,” *Arms Control Today*, May 2007.

“Arms Control and Sino-US Strategic Stability,” discussion paper prepared for a US-China Strategic Dialogue cohosted by the Naval Postgraduate School and Pacific Forum CSIS Honolulu, Hawaii, August 1-3, 2005

Coauthor with Michael Moodie, *A Decade of Change, a Decade of Challenge: A Once-and-Future Intellectual History of the Chemical and Biological Arms Control Institute* (Washington, D.C., 2005)

“Are Regimes Relevant?” A commentary on panel presentations by Jayantha Dhanapala, Under-Secretary General of the United Nations for Disarmament, and John Wolf, Assistant Secretary of State for Nonproliferation, Carnegie International Nonproliferation Conference, November 15, 2002, posted at [www.ceip.org](http://www.ceip.org).

“East Asia,” in Jeffrey Larsen, ed., *Arms Control: Cooperative Security in a Changing Environment* (Boulder, Colo.: Lynne Rienner, 2002).

“Revisiting Fred Iklé's 1961 Question: 'After Detection, What?'," *Nonproliferation Review* (Spring 2001).

Coauthor with Robert Manning and Ronald Montaperto, *China, Nuclear Weapons, and Arms Control* (New York: Council on Foreign Relations, 2000) and as digested in *Foreign Affairs* (July/August 2000).

"Arms Control in the Decade Ahead," in Catherine Kelleher, ed., *Transatlantic Relations in a New Era* (Berlin, Germany: Aspen Institute and Free University, 2000).

"The Road Ahead for Arms Control," *Washington Quarterly*, Vol. 23, No. 2 (Spring 2000).  
Republished in Alexander Lennon, editor, *Contemporary Nuclear Debates: Missile Defenses, Arms Control, and Arms Races in the twenty-first century* (Cambridge, Mass.: MIT Press, 2002).

"Preventing the Proliferation of Weapons of Mass Destruction: What Role for Arms Control?" in Oliver Thraenert, ed., *A German-American Dialogue on Arms Control* (Bonn: Ebert Stiftung, 1999).

"Arms Control in 2000-2010: Forks in the Road Ahead," in James Brown, ed., *Entering the New Millennium: Dilemmas in Arms Control* (Albuquerque, N.M.: Sandia National Laboratories, 1999).

"An American Perspective on Arms Control in the Asia-Pacific," in Jeffrey A. Larsen and Thomas Miller, eds., *Arms Control in the Asia-Pacific Region* (Colorado Spring: Institute for National Security Studies, 1999).

"Strategies of Denial," in Peter L. Hays et al, eds., *Countering the Proliferation and Use of Weapons of Mass Destruction* (Boston: McGraw Hill, 1998).

"Arms Control in the Emerging Strategic Environment," *Contemporary Security Policy*, Vol. 18, No. 1 (April 1997).

"Arms Control and the Future of International Security," in J. Marshall Beier and Steven Mataija, eds., *Cyberspace and Outer Space: Transitional Challenges for Multilateral Verification in the 21<sup>st</sup> Century* (Toronto: York University, 1997).

"Rethinking Chemical and Biological Export Controls," *The Monitor* [on Nonproliferation, Demilitarization, and Arms Control], Center for International Trade and Security, University of Georgia, Winter 1997, pp. 9-11.

"The Post-1995 Nuclear Verification Challenge," in Steven Mataija, ed., *Proliferation in all its Aspects Post-1995: The Verification Challenge and Response* (Toronto: Centre for International and Strategic Studies at York University, 1995).

"Does Arms Control Have a Future?" in *Proceedings*, Defense Nuclear Agency's Fourth Annual International Conference on Controlling Arms, June 1995.

"Rethinking Export Controls on Dual-Use Materials and Technologies: From Trade Restraints to Trade Enablers," *Arena* (Alexandria, Va.: CBACI, 1995).

"NPT Extension, International Security, and the End of the Cold War," in Marianne van Leeuwen, ed., *The Future of the Nuclear Non-Proliferation Treaty* (Dordrecht, The Netherlands: Martinus Nijhoff Publishers with the Netherlands Institute of International Relations, 1995).

"Arms Control and the End of the Cold War," *The Washington Quarterly* 15 (Autumn 1992).

"UN Roles in South-South and North-South Arms Control," in William H. Lewis, ed., *The Security Roles of the United Nations* (Washington, D.C.: National Defense University, conference proceedings, October 9-10, 1991).

"The Other Arms Control Agenda," CSIS Contingency Paper, September 1986.

"Strategic Arms Reduction Talks (START)," issue brief, Congressional Research Service, November 1982.



## II. General Weapons Proliferation Issues

"'All the King's Men?' Refashioning Global Nuclear Order," *International Affairs* (Chatham House), May 2007.

"Nonproliferation: Challenges Old and New," in James Davis, Barry Schneider, and Peter Lavoy, eds., *Avoiding the Abyss: Progress, Shortfalls, and the Way Ahead in Combating the WMD Threat* (Montgomery, Ala.: Air War College, 2005). Reprinted separately as Counterproliferation Papers, Future Warfare Series, No. 24.

"The Nuclear Balance of Terror and 9/11," in Bruno Tertrais, editor, *Nuclear Issues in the Post-9/11 World* (Paris, France, 2003).

"Major Power Relations and Nonproliferation: The Impact of September 11," in Michael Barletta, editor, *After 9/11: Preventing Mass-Destruction Terrorism and Weapons Proliferation*, Occasional Paper No. 8 (Monterey, Calif.: Monterey Institute of International Studies, 2002).

"Proliferation and Nonproliferation in the 1990s: Looking for the Right Lessons," *Nonproliferation Review*, Vol. 6, No. 4 (Fall 1999).

"Rethinking the N-Plus-One Proposition," *National Interest* (Spring 1998).

"VNAs [Virtual Nuclear Arsenals] and the Latent Weapon State," in Michael Mazarr, ed., *Nuclear Weapons in a Transformed World: The Challenge of Virtual Nuclear Arsenals* (New York: St. Martin's Press, 1998).

"Managing Proliferation: A View from the United States," in Fran Burwell and Ivo Daalder, eds., *The United States and Europe in the Global Arena* (New York: Macmillan Press and St. Martin's Press, 1999).

"Technology Diffusion and International Politics" in James Brown, ed., *Arms Control in a Multipolar World* (Amsterdam: VU University Press, 1996).

"Technology Diffusion and Military Outcomes: Factors Conditioning the Successful Application of Newly Available Weapons and Weapons Technologies in the Developing World," in Daniel Gouré, ed., *Global Technology Diffusion* (1996).

"The Case for Nuclear Deterrence of Biological Warfare," Henry L Stimson Center Internet security dialogue forum, autumn 1995.

"Commentary" on Scott D. Sagan and Kenneth N. Waltz, *The Spread of Nuclear Weapons: A Debate*, in *Security Studies* (Summer 1995).

"Beyond Parochialism: Rethinking the Proliferation Agenda After the Cold War," in Thomas B. Wander, ed., *The Diffusion of Advanced Weaponry: Technologies, Regional Implications, and Possible Responses* (Washington, D.C.: American Association for the Advancement of Science, 1994).

"From Nonproliferation to Antiproliferation," *International Security* 18 (Summer 1993).

"Proliferating Military Technologies and U.S. Power Projection Forces," in Eric H. Arnett, ed., *Science and International Security: Responding to a Changing World* (Washington, D.C.: American Association for the Advancement of Science, 1990).

"Proliferation and Deterrence: Third-Country Strategic Capabilities and U.S. Strategic Policy," in Andrew Goldberg, ed., *The Future of Strategic Systems* (Washington, D.C.: CSIS, 1987).

"NATO and Small Nuclear Forces Proliferation: A Speculative Inquiry," in Rodney W. Jones, ed., *Small Nuclear Forces and U.S. Security Policy* (Lexington, Mass.: Lexington Books, 1984).

### III. Asian Security

“Asia’s Major Powers the the Emerging Challenges to Nuclear Stability among Them,” IDA Paper (forthcoming).

“China’s Strategic Deterrent in Asia,” in *PLA Missions Beyond Taiwan* (a book project of the National Bureau of Asian Research, the Strategic Studies Institute of the US Army War College, and the George Bush School at Texas A&M University), forthcoming.

*Nuclear Dialogue with China: Crafting an Approach*, IDA Paper P-4230 (Alexandria, Va.: Institute for Defense Analyses, June 2007).

“The Nuclear Dimension: How Likely? How Stable?” in Evan Medeiros, Michael D. Swaine, and Andrew Yang, editors, *Assessing the Threat: The Chinese Military and Taiwan Security* (Washington, DC: Carnegie Endowment, 2007).

“Alternative Futures,” in Albert S. Willner and Paul J. Bolt, editors, *China’s Nuclear Future* (Boulder, Colo.: Lynne Rienner Publishers, 2005).

“From Deterrence to Dissuasion: Bush Administration Strategies for Strategic Stability,” *International Review (China)*, No. 6, 2004. In Mandarin.

“China-U.S. Nuclear Relations: What Relationship Best Serves U.S. Interests?” (IDA, 2001).

“East Asia’s Nuclear Future: A Long-Term View of Threat Reduction” (IDA 2001).

“Ballistic Missile Defense and Asian Stability,” Jasjit Singh, ed., *Reshaping Asian Security* (Delhi, India: Institute for Defense Studies and Analyses, 2001).

“China,” in James J. Wirtz and Jeffrey A. Larsen, editors, *Rockets’ Red Glare: Missile Defenses and the Future of World Politics* (Boulder, Colo.: Westview Press, 2001).

“China and Nonproliferation: The Changing Context,” in Michael Barletta, ed., *WMD Threats 2001: Critical Choices for the Bush Administration* (Monterey, Calif.: Monterey Institute of International Studies, 2001), Occasional Paper No. 6.

coauthor with Shen Dingli, “The Nuclear Equation in Asia,” in Burkhard Schmitt, ed., *Nuclear Weapons: A New Great Debate*, Chaillot Paper 48 (Paris: Institute for Security Studies of the Western European Union, 2001)

“An American Perspective on Arms Control in the Asia-Pacific,” in Jeffrey Larsen and Thomas Miller, *Implications of Arms Control in the Asia-Pacific Region* (Colorado Spring: Institute for National Security Studies, 1999).

"Biological Weapons Proliferation in Asia," IDA, October 1998

"Multilateralism and Security in East Asia: Reassessing U.S. Interests in Light of Recent Experiences," IDA, August 1998.

"The Future of Nuclear Weapons in Asia," IDA paper, September 1998.

"Evaluating Global Nonproliferation Instruments," in Ramesh Thakur, ed., *Keeping Proliferation At Bay* (Jakarta, Indonesia: Centre for Strategic and International Studies, 1998).

"Transparency in the Asia Pacific," in James Brown, ed., *Arms Control Issues for the Twenty-First Century* (Albuquerque, N.M.: Sandia National Laboratory, 1997).

coauthor with Zachary Davis, "Nuclear Energy Cooperation in East Asia: A Survey of Current Proposals," in Ralph Cossa, ed., *Asia Pacific Multilateral Nuclear Safety and Non-Proliferation: Exploring the Possibilities* (Honolulu, Hi.: Pacific Forum/CSIS, 1996), a CSCAP Working Group Special Report.

"The Asia-Pacific and the Global Treaty Regime: The Agenda After NPT Extension," report of the task force on Confidence and Security Building in the Asia-Pacific, United States Committee of the Council for Security Cooperation in the Asia Pacific, June 1995.

"Confidence and Security Building Measures: the Agenda," in Ralph Cossa, ed., *Confidence and Security Building in the Asia-Pacific* (Washington, D.C.: CSIS for the United States Committee of the Council for Security Cooperation in the Asia Pacific, 1995).

Coauthor, "Pakistan and Regional Security," *Journal of South Asian and Middle Eastern Studies* 6:3 (March 1983).

#### IV. General Topics

“Great Power Deterrence Relationships in the Early 21<sup>st</sup> Century,” in David Yost, editor, *NATO and 21<sup>st</sup> Century Deterrence: New Concepts, Capabilities, and Challenges for Deterrence* (Rome, Italy: NATO Defense College, forthcoming).

*Deterrence and WMD Terrorism: Calibrating its Potential Contributions to Risk Reduction*, IDA Paper P-4231, June 2007; republished as a chapter in Gary Ackerman and Jeremy Tansett, eds., *Jihadists and Weapons of Mass Destruction* (Taylor and Francis with the University of Maryland, forthcoming).

“Bioterrorism: Calibrating Threats and Responses,” *Pacific Forum/CSIS, Issues and Insights* (Vol. 3, No. 3), May 2003.

“American Primacy and Major Power concert: A Critique of the 2002 National Security Strategy,” IDA (2002).

“U.S. National Security in the 21<sup>st</sup> Century,” *Cate Bulletin* (2002).

“Deterring Terrorism: Terrorist Campaigns and Prolonged Wars of Mutual Coercion,” IDA, August 2002.

“Motivations for Terrorists to Use Weapons of Mass Destruction,” in M.R. Perez and R. Gupta, eds., *Confronting Terrorism*, Proceedings, Workshop held at Los Alamos National Laboratory, March 25-29, 2002.

Editor, *Hype or Reality: Assessing the Risks of Mass Casualty Terrorism* (Alexandria, Va.: CBACI, 2000). Plus chapter on “Terrorism and Asymmetric Conflict,” in *Hype or Reality*.

Review of Bruce Hoffman, *Inside Terrorism* (London: Victor Gollancz, 1998) and Richard A. Falkenrath et al., *America's Achilles' Heel: Nuclear, Biological, and Chemical Terrorism and Covert Attack* (Cambridge, Mass.: MIT Press, 1998) in *Bulletin of the Atomic Scientists* (1998).

Coauthor with Michael Moodie, *Combating NBC Terrorism: An Agenda for Enhanced International Cooperation* (Alexandria, Va.: CBACI, 1998).

“Military Strikes Against NBC-Armed Rogue States: Is There a Moral Case for Preemption?” in Elliot Abrams, ed., *Close Calls: Intervention, Terrorism, Missile Defense, and 'Just War' Today* (Washington, D.C.: Ethics and Public Policy Center, 1998). Reprinted in Russell Howard and Reid Sawyer, eds., *Terrorism and Counterterrorism: Understanding the New Security Environment* (Guilford, Ct.: McGraw Hill, 2002).

“1995 and the End of the Post-Cold War Era,” *The Washington Quarterly* 18 (Winter 1995).

Coauthor with Stanton H. Burnett and Murray Weidenbaum, "Think Tanks in a New World," *The Washington Quarterly* 16 (Winter 1993).

"New Thinking and American Education," *The Cate Bulletin* (Winter 1989).

Coauthor, "Introduction," *Military Lessons of the Falkland Islands Conflict: Views from the U.S.* (Boulder, Colo.: Westview Press, 1984).

"The Media and Foreign Policy," *CSIS Alert*, June 1984.

"U.S. Ground Force Modernization: Updates, Problems, Prospects," *The Journal of Defense and Diplomacy* 1:1 (May 1983).

"Primer on the Countries of Central America," Congressional Research Service, March 1982.

"Primer on the Countries and Dependencies of the Caribbean Basin," report, Congressional Research Service, April 1982.

"Military Implications of the Falkland/Malvinas Conflict," report, Congressional Research Service, August 1982.

"U.S. Interests in Military Aspects of the Lebanon Conflict," report, Congressional Research Service, August 1982.

"The Enigmatic Trilateral Commission: Boon or Bane?" *Millennium* (London) 11:3 (August 1982).

## V. Biological Weapons—Proliferation and Control

“The Biological Weapons Programs of the Soviet Union/Russia: Policy Implications,” discussion paper, Institut Francais Relations Internationales, Paris, November 2004). Published as “Armes biologiques: lecons sovietiques, realites russes,” *Politique Etrangere* (No. 1, 2005).

“The Prospects for Biological Warfare in the Middle East,” in Barry R. Schneider and Jim A. Davis, eds., *The Gathering Biological Warfare Storm* (Maxwell Air Force Base, Ala.: USAF Counterproliferation Center, 2002). Reprint published by Praeger 2004.

coauthor with Michael Moodie, “Biological Weapons: Defining the Threat and a Long-Term Threat Reduction Strategy” (Washington, D.C.: National Defense University, 2003).

coauthor with Graham Pearson, “Defending Against Biological Attack: The Importance of Biotechnology in Preparedness,” *Indian Defence Journal*, Vol. 51, No. 4 (October 2001).

“Biological Weapons Proliferation,” in Joseph Cirincione, ed., *Repairing the Regime: Preventing the Spread of Weapons of Mass Destruction* (Washington, D.C.: Carnegie Endowment, 2000).

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“Biological Weapons Proliferation in Asia,” IDA, October 1998.

coauthor with Graham Pearson, “Defending Against Biological Attack: How Ready Are Potential Coalition Members?” *International Defense Review* (April 1998).

“The Proliferation of Biological Weapons: Trends and Consequences,” in Oliver Thränert, *Enhancing the Biological Weapons Convention* (Bonn: Ebert Stiftung, 1997).

“Export Controls and Biological Weapons: New Roles, New Challenges,” *Critical Reviews in Microbiology*, Vol. 24, No. 3 (1998), pp. 235-254.

“Biological Weapons and Coalition Warfare,” research paper prepared for the Center for European Strategy Research, Munich, Germany, 1997.

“Article III, a review” in Graham S. Pearson and Malcolm R. Dando, eds., *Strengthening the Biological Weapons Convention: Key Points for the Fourth Review Conference* (Bradford, U.K.: Department of Peace Studies, University of Bradford, September 1996).

“Between Complacency and Panic: Calibrating the Biological Warfare Threat,” in Stuart Johnson, ed., *The Niche Threat: Deterring the Use of Chemical and Biological Weapons* (Washington, D.C.: National Defense University, 1995).

"There Are More Dark Spots than True Information on Biological Weapons" [in Russian], *Yaderny Kontrol* (Moscow, April 1995).

"The Emerging Biological Warfare Threat," research paper prepared for National Defense University, March 1995.

"Controlling the Proliferation of Biological Weapons," *The Nonproliferation Review* (Fall 1994).

"Biological Weapons: New Challenges and New Policy Priorities for the 1990s," in Brad Roberts, ed., *Biological Weapons in the 1990s: Weapons of the Future?*

"Implementing the Biological Weapons Convention: Looking Beyond the Verification Issue," in Oliver Thraenert, ed., *The Verification of the Biological Weapons Convention* (Bonn: Friedrich Ebert Foundation, 1992).

Foreword, Barend ter Haar, *The Future of Biological Weapons* (New York: Praeger for the Center for Strategic and International Studies, 1991).



## VI. Chemical Weapons--Proliferation and Control

Review of Edward M. Spiers, *Chemical and Biological Weapons: A Study of Proliferation* (New York: St. Martin's Press, 1994), *Politics and the Life Sciences* (March 1997).

"Has the Taboo Been Broken?" in *Terrorism With Chemical and Biological Weapons*.

"Terrorism With NBC Weapons: Is the Taboo Broken?" *Politics and the Life Sciences*, symposium on chemical and biological terrorism (September 1996).

coauthor with Michael Moodie, "The CWC Ratification Debate: Defining the National Interest," *Arena* (Alexandria, Va.: Chemical and Biological Arms Control Institute, 1995).

"The Chemical Weapons Convention: Navigating the Passage from Opening-for-Signature to Entry-Into-Force," in James Brown, ed., *Concerns, Opportunities, and New Horizons and Challenges in Arms Control and Verification* (Amsterdam: VU Free Press, 1994).

"The Chemical Weapons Convention and World Order," in Kyle Olson and Benoit Morel, eds., *The Chemical Convention: The Shadow and the Substance* (Boulder, Colo.: Westview Press, 1993).

Coauthor with Charles C. Flowerree, "Chemical Arms Control in the Middle East," in Alan Platt, ed., *Arms Control and Confidence Building in the Middle East* (Washington, D.C.: United States Institute of Peace, 1992).

"Controlling Chemical Weapons," *Transnational Law and Contemporary Problems* 2 (Fall 1992), special edition, "World Security and Weapons Proliferation," coedited by Jonathan Dean and David Koplow.

"It's a Gas: Russia's CBW Inheritance," *Post-Soviet Prospects* (Washington, D.C.: CSIS, August 1992).

*Ratifying the Chemical Weapons Convention*, options memorandum prepared for a private transition project on nonproliferation issues, December 1992.

"The Strategic Implications of Chemical Weapons Proliferation" and "Chemical and Biological Weapons and Regional Arms Control," in Geoffrey Kemp and Shelley Stahl, eds., *The Arms Race in the Middle East and South Asia* (New York: St. Martin's, 1992).

"The Security Implications for Third World Regions of a Chemical Weapons Ban," in Joachim Krause, ed., *The Security Implications of a Chemical Weapons Ban* (Boulder, Colo.: Westview Press, 1991).

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"Linking U.S. Aid to a Recipient's Chemical Weapons Programs," Statement to the House Budget Committee, Task Force on Defense, Foreign Policy, and Space, Hearings, May 30, 1991.

"Chemical and Biological Weapons: New Technologies and the Prospects for Negotiations," in Kenneth Moss, ed., *Technology and the Future Strategic Environment* (Washington, D.C.: Wilson Center Press, 1990).

"Iraqi Chemical and Biological Weapons: Embargo vs. War," Statement to the House Armed Services Committee, Hearings on Iraq, December 6, 1990.

Review of Valerie Adams, *Chemical Warfare, Chemical Disarmament: Beyond Gethsemane* (Basingstoke, U.K.: Macmillan, 1989), *Survival* 23:4 (July/August 1990).

"The Outpacing of Negotiations by Circumstance," in Kenneth M. Jensen and David Wurmser, eds., *Is It Feasible to Negotiate Chemical and Biological Weapons Control?* (Washington, D.C.: United States Institute of Peace, 1990).

"Chemical Weapons Proliferation and Control: An Alliance Issue," *Studia Diplomatica* (Brussels) 42:2 (1989).

"The United States and Chemical Arms Control," in Eric H. Arnett, ed., *New Technologies for Security and Arms Control* (Washington, D.C.: American Association for the Advancement of Science, 1989).

Review of Edward M. Spiers, *Chemical Warfare* (Urbana: University of Illinois Press, 1986); Hugh Stringer, *Deterring Chemical Warfare: U.S. Policy Options for the 1990s* (Washington, D.C.: Pergamon-Brassey's, 1986); and L. F. Haber, *The Poisonous Cloud: Chemical Warfare in the First World War* (Oxford: Clarendon Press, 1986), *The Washington Quarterly* 10:1 (Winter 1987).

"Developing Nations Can Torpedo Chemical Weapons Disarmament," op-ed, *Atlanta Constitution*, December 9, 1987.

"Chemical Weapons and Western Security in a Post-INF Environment: An Assessment," background paper for a CSIS study of NATO, December 20, 1987.

"Chemical Weapons: A Policy Overview," *Issues in Science and Technology* (National Academy of Sciences) 2 (Spring 1986).

"Chemical Proliferation and Policy," *The Washington Quarterly* 8:1 (Winter 1985).

"Chemical and Biological Weapons: Threat and Response," in William J. Taylor, Jr., Steven A. Maaranen, and Gerrit W. Gong, eds., *Strategic Responses to Conflict* (Lexington, Mass.: Lexington Books, 1984).

Coauthor, "Binary Weapons: Implications of the U.S. Chemical Stockpile Modernization Program for Chemical Weapons Proliferation," report prepared for the Subcommittee on International Security and Scientific Affairs of the Committee on Foreign Relations of the House of Representatives, April 24, 1984.

Coauthor with Joe Pilat, "The Once and Future Threat: Chemical Weapons Proliferation and Terrorism," conference paper, June 1984.

Coauthor, "Chemical Weapons: A Promising and Overlooked Arms Control Prospect," op-ed, *Christian Science Monitor*, April 7, 1983.

"Chemical and Biological Warfare Proliferation and the Future of Conflict," conference paper, Los Alamos Scientific Labs/CSIS, October 1983.

"U.S. Chemical Warfare Preparedness Program," issue brief, Congressional Research Service, December 1982.

## VII. Democratization and Human Rights Issues

Coeditor with Nina Belyaeva, *After Perestroika: Democracy in the Soviet Union* (Washington, D.C.: CSIS, 1991).

"Democracy and World Order in the 1990s," *Fletcher Forum* (Spring 1991).

"Human Rights, International Security, and the Crisis of Communism," in Vojtech Mastny and Jan Zielonka, eds., *Human Rights and Security: Europe on the Eve of a New Era* (Boulder, Colo.: Westview Press for the Netherlands Institute of International Studies, 1991).

"Human Rights and International Security," paper prepared for Department of State, conference on "Human Rights in an Era of Democratic Change," December 7, 1989, published in *The Washington Quarterly* 13:2 (Spring 1990).

*Securing Democratic Transitions* (Washington, D.C.: CSIS, 1990).

*The World Democratic Revolution* (Washington, D.C.: CSIS, 1989).

*Participation: A Pragmatic Agenda for the 1990s* (Washington, D.C.: CSIS, 1987).

*Slow and Uneven Global Economic Growth: Implications and Prescriptions* (Washington, D.C.: CSIS, 1986).

## SPEECHES, SEMINAR PRESENTATIONS, CONGRESSIONAL TESTIMONY

### **United States Congress**

House Committee on Armed Services  
House Committee on the Budget, Defense Task Force  
Senate Committee on Foreign Relations (3 times)  
Senate Committee on Governmental Affairs  
Congressional Study Group on the Future of Strategic Systems  
Congressional Study Group on Chemical Weapons Issues

### **other U.S. government:**

Arms Control and Disarmament Agency  
Cooperative Monitoring Center, Sandia National Laboratory  
Department of Agriculture, graduate program  
Department of State, Human Rights Bureau symposium  
Department of State, Nuclear Stability Working Group  
Lawrence Livermore National Laboratory, California  
Los Alamos National Laboratory, New Mexico  
Sandia National Laboratory, Albuquerque and Livermore  
National Academy of Sciences

### **institutes:**

Aspen Institute, Wye, Maryland  
Carnegie Endowment for International Peace  
Center for Strategic and International Studies  
Chemical and Biological Arms Control Institute  
Ethics and Public Policy Center  
Henry L. Stimson Center  
Institute for Defense Analyses  
Institute for East-West Security Studies, New York  
Institute for the Study of Diplomacy, Georgetown University  
United States Institute of Peace  
World Policy Institute, Salisbury, Connecticut  
Woodrow Wilson International Center for Scholars

**universities:**

Case Western Reserve University, Ohio  
Fletcher School of Law and Diplomacy, Tufts University  
George Washington University, terrorism studies center  
Georgetown University, National Security Studies Program  
Harvard University, Center for Science and International Affairs  
Johns Hopkins University, Applied Physics Laboratory  
Johns Hopkins University, School of Advanced International Studies  
Southern Methodist University, John Tower Center  
Stanford University, Center for International Security and Arms Control  
Texas A&M University, College Station  
University of California, Berkeley  
University of Maryland, Center for International and Security Studies  
University of Pittsburgh, Ridgway Center  
University of Southern California, Washington Program

**military:**

Air Force XON/P  
Air Mobility Command, Scott Air Force Base  
Air War College, Maxwell Air Force Base  
Army War College, Carlisle Barracks  
Asia-Pacific Security Studies Center, Honolulu  
Center for Naval Analyses, Alexandria  
CINCPAC, Honolulu  
CINCSTRAT, Omaha  
Defense Intelligence Agency  
Defense Nuclear Agency/DSWA  
Defense Science Board  
Defense Science Study Group  
Institute for National Security Studies, Air Force Academy  
Institute for National Strategic Studies, National Defense University  
Interamerican Defense College, Ft. McNair  
Military Operations Research Society  
National Defense University, Ft. McNair  
NATO Defense Group on Proliferation  
Naval Academy, Annapolis  
Naval Postgraduate School, Monterey  
SACLANT  
SPACECOM Senior Advisory Group  
STRATCOM: CINC Leadership Group, J-5, SAG Policy Group  
Threat Reduction Advisory Committee  
USAMRIID, Ft. Detrick  
US-UK Joint Venture Oversight Group

**Other US:**

American Association for the Advancement of Science, Washington, D.C.  
American Bar Association, Committee on National Security  
Close-Up Foundation, Washington, D.C.  
Committee on Foreign Relations in Albuquerque, Cleveland, Detroit, St. Louis, and Wichita  
Committee on National Security, Washington, D.C.  
General Electric, corporate seminar, Washington, D.C.  
Meridian House International, Washington, D.C.  
National Press Club, Foreign Press Center, Washington, D.C.  
National Strategy Forum, Chicago  
National Strategy Information Center, Washington, D.C.  
Science Applications International Corporation  
U.N. Disarmament Fellowship Program, Washington, D.C.  
Women in International Security, Washington, D.C.  
World Future Society, New York

**Europe:**

Academy for East-West Economics, Berlin  
American Embassy Club, Bonn  
Amerika Haus, Berlin, Cologne, Hannover, Stuttgart, and Vienna  
Association for Security Policy Studies, Bonn  
Berghof Foundation for Conflict Research, Berlin  
Bundesausfuhramt, Frankfurt  
Center for European Strategic Studies, Munich  
Embassy of Germany, Washington, D.C.  
Darmstadt University (IANUS Group)  
Friedrich Ebert Foundation, Bonn and Berlin  
Fuehrungsakademie, Hamburg (German General Staff College)  
German Council on Foreign Relations, Bonn  
German-American Roundtable on proliferation  
German-Atlantic Treaty Association, Bonn  
Institute for Theology and Freedom, Hamburg  
International Affairs College, Potsdam  
Konrad Adenauer Foundation, Bonn  
Kühlungsborn Colloquium, Max Delbrück Center, Berlin  
Peace Research Institute Frankfurt  
Policy Planning Staff, Auswartiges Amt, Berlin  
Stiftung Wissenschaft und Politik, Ebenhausen & Berlin

Centre d'Etudes et de Recherches Internationales, Paris  
Commissariat a l'Energie Atomique, Paris  
Fondation pour les Etudes de Defense, Paris

Institut Francais des Relations Internationales, Paris  
Secretariat General de la Defense Nationale, Paris

NATO--US mission arms control roundtable, Brussels  
Royal Institute of International Relations, Brussels

Dutch Advisory Council on Peace and Security, The Hague  
Free University, Amsterdam  
Netherlands Association of International Affairs  
Netherlands Atlantic Commission  
Netherlands Institute for Advanced Studies  
Netherlands Institute of International Studies, Clingendael  
University of Amsterdam  
University of Leiden, Netherlands

International Institute for Strategic Studies, London  
Wilton Park Conference Centre, U.K.

Stockholm International Peace Research Institute (Sweden)  
Institute for Applied Microbiology, Vienna  
Atlantic Committee, Turin  
Florence Military School  
Institute for International Relations, Rome  
Carnegie Center, Moscow  
Interlegal, Moscow  
Ukrainian Academy of Sciences, Kiev  
Center for Nonproliferation and Export Control, Minsk, Belarus  
Canadian Center for Arms Control and Disarmament, Ottawa  
Center for International and Strategic Studies, York University, Canada

**Asia:**

Beijing University  
Center for Chinese and American Studies, Nanjing University  
Chinese Academy of Social Sciences, Beijing  
Foreign Affairs College, Beijing  
Fudan University, Center for American Studies, Shanghai  
Shanghai Academy of Social Sciences  
Shanghai Institute for International Studies  
Shanghai Municipal Center for International Studies  
Sichuan University, Chung-du  
Hong Kong Baptist University  
Institute for National Policy Research, Taipei  
Singapore Institute of International Affairs



Institute for Defence Studies and Analyses, New Delhi  
Royal United Services Institution, New Delhi  
Centre for Strategic and International Studies, Jakarta, Indonesia

1/09

# DOROTHY ROBYN

## Education

University of California, Berkeley, Ph.D. and M.P.P. in Public Policy; Southern Illinois University, B.A. in Political Science and Journalism

## Biography

Dr. Robyn brings more than 20 years of experience analyzing, implementing, and working to reform government regulatory and economic policy. She specializes in rigorous economic analysis of controversial and often-complex public policy issues that relate to competition in aviation, telecommunications, and other network industries. She strives to develop reports and expert testimony that can influence the policy debate—and resulting government decisions—by making the underlying economic issues clear and compelling to non-economists. Her recent work has focused on spectrum allocation, financing of the air traffic control system, and liberalization of international aviation competition and investment.

Prior to joining *The Brattle Group*, Dr. Robyn was a Guest Scholar at the Brookings Institution. From 1993 to 2001, she was a senior economic adviser to President Clinton, and served on the staff of the White House National Economic Council. She was responsible for coordinating the Administration's policy on transportation, aviation, aerospace and defense, science and technology, international telecommunications, and competition.

## Selected Publications

"Reforming the Air Traffic Control System to Promote Efficiency and Reduce Delays," by Dorothy Robyn, *The Brattle Group, Inc.*, October 29, 2007. —

"The sky must be no limit to global competition," by Dorothy Robyn and Alfred E. Kahn, *Financial Times*, February 15, 2006. —

Toward an Evolutionary Regime for Spectrum Governance: Licensing or Unrestricted Entry?, by Dorothy Robyn and William J. Baumol, Brookings Press, 2006.

"Beyond Open Skies: The Economic Impact of a US-EU Open Aviation Area," by Boaz Moselle, James D. Reitzes, and Dorothy Robyn, *Deep Integration: How Transatlantic Markets*

*are Leading Globalization*, Daniel S. Hamilton and Joseph P. Quinlan, eds., 2005.

"Letter to the Honorable Joe Barton, Chairman, Committee on Energy and Commerce, US House of Representatives, estimating how much revenue the US Treasury would receive if the Federal Communications Commission auctioned 60 MHz of spectrum in the 700 MHz (TV) band that the FCC has allocated for commercial use," by Dorothy Robyn and William P. Zarakas, *The Brattle Group, Inc.*, May 18, 2005. —

"How Can South Africa Derive the Greatest Benefit from its Airline Industry? An Economic and Regulatory Analysis, Prepared for the Government of South Africa," by James D. Reitzes, Dorothy Robyn, and Scott C. Gibson, *The Brattle Group, Inc. and Seabury Group*, **not publicly available at this time**, February 2004.

"The Real Battle Over Air Traffic Control," by Dorothy Robyn and Robert W. Poole, Jr., *Aviation Week & Space Technology*, November 3, 2003.

"Study to Assess the Potential Impact of Proposed Amendments to Council Regulation 2299/89 with Regard to Computerised Reservation Systems," by Carlos Lapuerta, Boaz Moselle, James D. Reitzes, Dorothy Robyn, Erica Carere, Mark Armstrong, John Cook, and Stephen Dolan, *The Brattle Group Ltd. and Norton Rose*, October 2003. —

"The Benefits of Open Skies," by Dorothy Robyn, *Airline Business*, March 2003.

"The Economic Impact of an EU-US Open Aviation Area, Prepared for the European Commission," by Boaz Moselle, James D. Reitzes, Dorothy Robyn, and John Horn, *The Brattle Group, Ltd.*, December 2002. —

"The Impact on the U.S. Economy of Lifting Restrictions on Travel to Cuba," by James D. Reitzes, Dorothy Robyn, and Bryan Church, *The Brattle Group, Inc.*, July 15, 2002. —

"Ending Runway Gridlock," by Dorothy Robyn, *Blueprint: Ideas for a New Century*, September/October 2001.

"Flight Delay Repair that Won't Fly," by Dorothy Robyn, *Washington Times*, August 2, 2001.

"Congress' Plan to Reduce Flight Delays is Not Airworthy," by Dorothy Robyn, *Policy Matters*, May 2001.

Braking the Special Interests: Trucking Deregulation and the Politics of Policy Reform, by Dorothy Robyn, University of Chicago Press, 1987.

## Selected Testimony

"Comments of Charles L. Jackson, Dorothy Robyn and Coleman Bazelon (The Value of White Space)," by Charles L. Jackson, Dorothy Robyn, and Coleman D. Bazelon, June 20, 2008. <sup>iii</sup>

"In The Matter of Unlicensed Operation in the TV Broadcast Bands, Additional Spectrum for Unlicensed Devices Below 900 MHz and in the 3 GHz Band: Reply Comments of Charles L. Jackson and Dorothy Robyn," by Dorothy Robyn and Charles L. Jackson, March 2, 2007. <sup>iv</sup>

"In The Matter of Unlicensed Operation in the TV Broadcast Bands, Additional Spectrum for Unlicensed Devices Below 900 MHz and in the 3 GHz Band: Comments of Charles L. Jackson and Dorothy Robyn," by Dorothy Robyn and Charles L. Jackson, January 31, 2007. <sup>v</sup>

"Expert Report on behalf of American Airlines in a Proceeding before the Department of Transportation regarding the Joint Application of Alitalia, Czech Airlines, Delta Air Lines, KLM, Northwest Airlines and Societe Air France for Approval of an Antitrust Immunity for Alliance Agreements," by James D. Reitzes, Dorothy Robyn, and Kevin Neels, June 24, 2005; Reply, July 15, 2005; Surreply, September 9, 2005.

"Expert testimony on behalf of Astar Air Cargo, Inc., in the Matter of the Citizenship of DHL Airways/Astar Air Cargo, before the Department of Transportation," by Dorothy Robyn, August 27, 2003. <sup>vi</sup>

## Todd M. Rosenblum

(b)(6)

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### Professional Profile:

Extensive and diverse federal government leadership experience across the national security arena. Deep regional expertise in the Middle East, South and East Asia; outstanding experience with policy, programs and budget development as well as with intelligence, international security and the legislative process. Senior assignments at the Department of Homeland Security, U.S. Congress, Department of State, U.S. Arms Control and Disarmament Agency and Central Intelligence Agency. Member of the federal government's Senior Executive Service, entrusted with a

(b)(6)

### **Deputy Under Secretary of Intelligence                      February 2009 - Present** **Office of Intelligence and Analysis, Department of Homeland Security**

- Lead policy, program and budget development, resource allocation, and performance management for the DHS information sharing and intelligence enterprises.
- Ensure alignment of departmental intelligence activities with national strategy.
- Represent the Department to the Congress and at Intelligence Community leadership fora.
- Member of the DHS Quadrennial Homeland Security Review Steering Committee, serve as the DHS Senior Accountability Officer for Information Sharing.

### **Professional Staff Member    March 2005 - January 2009** **Senate Intelligence Committee, United States Senate**

- Developed oversight priorities, managed hearings and led reviews of Middle East-wide intelligence activities, as well as all Department of Defense human intelligence programs.
- Conducted extensive overseas program reviews with U.S. and liaison counterparts.
- Served as the Staff liaison to Committee Member Senator Evan Bayh (D - IN) on all Committee issues to include preparing the Senator for twice weekly hearings, oversight reviews, and Congressional and votes.
- Produced key sections of the annual U.S. Intelligence Authorization Act and oversaw adoption of legislative proposals designed to strengthen legislative - executive branch cooperation.

### **Military Legislative Assistant/National Security Advisor                      January 2001 -** **Senator Evan Bayh (D - IN), United States Senate    March 2005**

- Served as senior national security counsel to Senator Evan Bayh with lead responsibility for all matters pertaining to defense issues and international relations.
- Prepared, advised and accompanied the Senator on all overseas engagements and for meetings with senior government and international officials.
- Provided recommendations on Committee and floor votes, prepared the Senator for media and public appearances, developed new initiatives to advance state and national interests.
- Represented and advised the Senator on all issues before the Senate Armed Services Committee, to include legislation, the National Defense Authorization Act, hearings, and defense policy, strategy and procurement.

**Executive Assistant/Chief of Staff** April 1999 - January 2001  
Bureau of Non-Proliferation, United States Department of State

- Established first-ever management and planning protocols for the newly established Bureau of Non-Proliferation.
- Represented the Assistant Secretary in daily, senior departmental meetings.
- Communicated Assistant Secretary requirements, ensured timely responses, and provided final product review before submission to the Assistant Secretary.
- Assessed opportunities for new engagements and conducted related negotiations.

**Northeast Asia Regional Security Advisor** August 1994 - April 1999  
U.S. Arms Control and Disarmament Agency

- Represented the Agency in northeast Asia regional security and non-proliferation negotiations. Managed Agency Director engagements with regional counterparts.
- Served as Agency representative to the U.S. - China Strategic Security Dialogue, U.S.-China Nonproliferation Talks, the Korean Peninsula Four Party Talks, the Northeast Asia Security and Cooperation Dialogue, U.S.-South Korea-Japan Trilateral Talks, and the U.S.-South Korea Regional Security Dialogue.

**Deputy Political-Military Advisor** January 1993 - August 1994  
Bureau of Near Eastern Affairs, U.S. Department of State

- Served as the Bureau's advisor for counter-terrorism, chemical and biological weapons proliferation, intelligence policy, and dual-use commodity and arms sales.
- Represented the Bureau on all matters pertaining to regional chemical and biological weapons proliferation, intelligence activities and counter-terrorism policy.

**Intelligence Officer** September 1988 - January 1993  
Office of Near East and South Asian Affairs, The Central Intelligence Agency

- Produced time sensitive, complex, predictive analysis and stability assessments of intelligence matters in the Middle East. Offered written and oral judgments on emerging developments and efficacy of policy deliberations.
- Represented judgments to senior Agency leadership, other members of the U.S. Intelligence Community and international partners.

Education:

**Masters in International Affairs** 1988  
School of International and Public Affairs, Columbia University  
International Security Policy/Middle Eastern Studies

**Bachelors of Arts** 1986  
Columbian College, The George Washington University  
Political Philosophy

*References Available Upon Request*

**MONIQUE ROWTHAM-KENNEDY**

(b)(6)

**PERSONAL PROFILE:**

Monique Rowtham-Kennedy is an attorney with over eighteen years of experience in corporate, contract and regulatory matters. Monique has developed expertise in the area of electric energy infrastructure development and restructuring issues. She has honed her corporate experience by actively serving on the Boards of Directors of organizations such as Hillstead Museum, Glastonbury ABC, Hartford Region YWCA, Pillar Foundation, Connecticut Appleseed and Hartford Children's Theater. She has also provided legal advice to several other non-profit organizations and small businesses. Monique has also actively served her community as a member of the 2002 and 2009 City of Hartford Charter Revision Commissions which was successful in moving the City to a strong mayor form of government.

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**EXPERIENCE:**

**Jan. 2007 - Present**

**American Electric Power Service Corporation Legal Department, Washington, D.C.  
Senior FERC Counsel**

- Represent AEP and its affiliates in administrative proceedings, including rate cases, before the Federal Energy Regulatory Commission (FERC)
- Participate in Regional Transmission Organization legal advisory groups on behalf of AEP
- Advise regulatory organization, support organizations and business units on developments in federal regulations under the Federal Power Act
- Provide employees training and legal advice on issues related to lobbying disclosure requirements

**Feb. 1995 - Dec. 2006**

**Northeast Utilities Service Company Legal Department, Berlin, Connecticut  
Attorney (Feb. 1995-May 1997)/Counsel (May 1997- Dec.2000)/ Senior Counsel  
(Jan.2001 - Dec. 2006)**

- Primary contact for legal services provided to transmission business unit;
- Review and negotiate contracts related to joint ventures, transmission service, interconnections and contractor services;
- Represent NU and its affiliates in administrative proceedings before the Federal Energy Regulatory Commission (FERC) and the Connecticut Department of Public Utility Control related to economic issues;
- Represent NU and its affiliates in administrative appeals before the District of Columbia Circuit Court of Appeals
- Provide employee training and legal advice on issues related to industry restructuring, including affiliate relationships and transactions.
- Actively participate in regional and national forums on Industry restructuring on behalf of NU

**Sept. 1991 - Day, Berry & Howard, Hartford, Connecticut**

**Feb 1995 Corporate Associate**

- Member of General Corporate, Administrative Law, Tax-Exempt Organization and Municipal Finance Practice Groups;
- Prepared various Securities and Exchange Commission and Federal Trade Commission

filings, including Investment Adviser Registration Applications and Pre-merger Notification Forms;

- Prepared applications and pleadings in connection with regulatory proceedings, including rate cases, franchise renewals, and administrative appeals, before the Connecticut Department of Public Utility Control, the Federal Energy Regulatory Commission and the Connecticut Superior Court for cable, telecommunications and electric utility companies;
- Served as bond counsel to various Connecticut state agencies in connection with the issuance of taxable and tax-exempt bonds.
- General corporate experience included incorporating companies, obtaining tax-exempt status for nonprofits, drafting board of directors and shareholder resolutions and performing due diligence in connection with various transactions, including a bank merger.

**NOTABLE ACHIEVEMENTS:**

- Lead attorney in preparation and litigation of electric transmission rate cases
- Lead responsibility for compliance with federal electric transmission tariff restructuring mandates;
- Successfully negotiated settlements of disputed rate agreements resulting in annual savings of \$11 million to transmission business unit;
- Successfully negotiated agreements related to the joint development of key infrastructure projects by NU and various business partners;
- Reduced outside counsel expenditures through handling of policy-based work in-house and assisting in the development of a more accurate billing system;
- Obtained first-of-its-kind FERC authorization for development of merchant transmission facilities by a U.S. integrated utility;
- Obtained FERC authorization for sale of transmission assets in connection with sale of nuclear facilities.

**EDUCATION:**

Duke University School of Law, Juris Doctor, May 1991  
Brown University, A.B. International Relations, May 1988

**BAR ADMISSIONS:**

Connecticut; United States District Court for the District of Connecticut; District of Columbia (pending)

**PUBLICATIONS:**

"Environmental Hazards and Communities of Color," Conn. Real Estate L. J. Vol. 11, No. 5, p. 73 (1993)  
"Legal Center Links Attorneys and Nonprofits," Housing Quarterly, Vol. 2, No. 1, Winter 1993.

**PROFESSIONAL AFFILIATIONS:**

American Bar Association, Energy Bar Association

**BOARD MEMBERSHIPS/COMMUNITY SERVICE:**

Connecticut Attorneys for the Arts, 1992-1995  
Hillstead Museum Board of Directors, 1992-1994  
Glastonbury ABC, Inc. Board of Directors, 1993-1995  
Pillar Foundation Board of Directors, 1995-1997; Vice President 1996-1997  
Hartford Region YWCA Board of Directors, 1998-2001  
Commissioner, City of Hartford Charter Revision Commission, 2002 and 2009  
Connecticut Appleseed, Board of Directors, 2003 - 2007  
Hartford Children's Theater, Board of Directors. 2006 - 2007



## ***James A. Schear, Ph.D.***

(11/05)

### ***Office Address***

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### ***In Brief***

- *Proven track-record as a scholar and practitioner of international security affairs, with expertise in crisis management, stabilization and reconstruction operations, and humanitarian assistance. Extensive knowledge of regional conflict venues spanning Europe, East and South Asia, Africa and the Western Hemisphere.*
- *High-level public service as a deputy assistant secretary of defense, an advisor in senior United Nations officials, and a subject matter expert for U.S. high-level bipartisan study groups.*
- *Extensive experience in research and project management at federally-funded institutions as well as policy research organizations and universities in the private sector.*

### ***Professional Experience***

**Since 2001 - Director of Research, Institute for National Strategic Studies,  
National Defense University, Washington, D.C.**

Direct staff of 25 senior research fellows (civilian and military) who conduct studies on regional security within four geographic regions (Near-East/South Asia, East Asia/Pacific, Western Hemisphere, Europe/Eurasia) as well as three functionally-focused areas: terrorism/transnational threats, strategic concept development and American defense strategy and policy. Also supervise the provision of analytic support to the Department of Defense and its interagency partners and the conduct of outreach activities by the INSS research team and exchanges with foreign counterpart institutions. Among

the main projects supervised: *The Future Security Environment of 2010; China's Global Activism; Iraq's post-Saddam challenges; The Problem of de-Ba'athification in post-Saddam Iraq; the Implications of a Nuclear-Armed Iran; Combating Ideological Support for Terrorism; the Future of the U.S.-Republic of Korea Alliance; and Toward a Theory of Spacepower.* Led INSS research exchanges in Australia, Japan, China, Republic of Korea, Russia, Pakistan, Romania, and Lithuania.

**1997- 2001 Deputy Assistant Secretary of Defense (Peacekeeping and Humanitarian Affairs), U.S. Department of Defense**

Provided oversight of Defense Department activities in the areas of peacekeeping/stability operations, disaster relief, refugee assistance, migrant operations, crisis-action planning, humanitarian de-mining and non-combatant evacuations. Played key role in developing U.S. responses to crises in Kosovo, East Timor, Sierra Leone, Democratic Republic of the Congo, the Eritrea-Ethiopian war, and to major natural disasters in Central America, Turkey, Venezuela, and Mozambique. Instrumental in launching DOD initiatives to train foreign militaries in peacekeeping; to clear unexploded ordnance (UXO) from Kosovo; to strengthen U.S. crisis planning; and to provide de-mining assistance to Vietnam. Coordinated DOD's participation in negotiations that led to adoption of two international protocols strengthening prohibitions against the use of children in armed conflict while also safeguarding U.S. military recruitment and readiness requirements. Supported then-Secretary of Defense William Cohen at ministerial meetings in Australia, Indonesia, Thailand, Singapore and Vietnam, and traveled to sixteen other countries to conduct bilateral exchanges.

**1994-97 Resident Associate, Carnegie Endowment for International Peace, Washington DC**

Lead investigator on project assessing international assistance to post-conflict transitions. Served on an expert group led by CEIP President Morton Abramowitz that developed proposal for the International Crisis Group, a private non-governmental organization launched in 1995. Testified before Congress; made extensive media appearances; conducted field research in Haiti, El Salvador, Guatemala, Bosnia-Herzegovina and Croatia.

**1993-94 Senior Associate, The Henry L. Stimson Center, Washington D.C.**

Served as lead investigator on project investigating the roles, limits, and utility of confidence-building measures in resolving international border disputes in unstable regions. Testified before Hemispheric Security Committee of the Organization of American States.

**1989-94 Advisor, United Nations Secretariat, UN Headquarters, NY**

Served as special projects analyst for:

- The Special Representative of the Secretary-General (SRSG) for former Yugoslavia, Zagreb, Croatia (1993-94)
- The Special Representative of the Secretary-General (SRSG), UN Transitional Authority in Cambodia, Phnom Penh (1992-93)
- The Under-Secretary General for Disarmament Affairs, New York (1989-91)

Projects included field assessments of relief operations, movement control and external influences in the Bosnian Federation; of the UN's capacity to support elections and civil police missions in post-war Cambodia; and of the design of the UN Special Commission to implement UN Security Council Resolution 687 and associated cease-fire resolutions in the 1991 Gulf War.

**1987-88      Research Fellow, Foreign Policy Studies, The Brookings  
Institution, Washington, DC**

As a pre-doctoral research fellow in residence, completed doctoral dissertation on Soviet-American arms control diplomacy, 1972-1989.

**1984-87      Executive Officer, The Aspen Strategy Group, Cambridge, MA**

Coordinated activities of the Aspen Strategy Group, a twenty-member bipartisan policy studies committee co-chaired by Dr. William Perry and Lt. Gen. Brent Scowcroft, USAF (ret) and directed by Prof. Joseph Nye. Produced reports/edited volumes on a range of defense and arms control issues -- ballistic missile defense, anti-satellite weapons, chemical deterrence, and European security.

**1983-87      Research Fellow, Center for Science and International Affairs  
(CSIA), Kennedy School of Government, Harvard University,  
Cambridge, MA**

Conducted research in support of CSIA projects on strategy and arms control policy issues; undertook research for doctoral dissertation; supported the Aspen Strategy Group program, cited above.

**1982-83      Research Associate, The International Institute for Strategic  
Studies, London**

Conducted research for a project on methodologies for verifying international arms control agreements and resolving compliance disputes.

**1978-81 Foreign Affairs Officer, U.S. Arms Control and Disarmament Agency, Washington DC**

Member of special analysis staff for Barry Blechman, then Assistant Director of ACDA for Weapons Evaluation and Control; also worked on nuclear testing/verification issues for ACDA's Bureau of Multilateral Affairs.

**Education**

- *Ph.D.*, 1990, London School of Economics and Political Science, in International Relations. Concentration: Strategic Studies.
- *M.A.*, 1977, The Johns Hopkins University, School of Advanced International Studies, Concentrations: Politics, Economics, and European Studies
- *B.A.*, cum laude, 1975. The American University, School of International Service, Majors: Political Science and International Relations

**Honors/Awards**

**Public Service**

- Bronze Palm, Secretary of Defense Medal for Outstanding Public Service, January 2001.
- Secretary of Defense Medal for Outstanding Public Service, June 1999, awarded for service during the Kosovo crisis

**Academic**

- Abe Fellow, Japan Foundation Center for Global Partnership, 1994
- Brookings Pre-doctoral Fellowship, 1987-88
- Harvard-MacArthur Fellowship, Harvard University, 1984-85
- Institute for the Study of World Politics Fellowship, 1981
- William C. Foster Award, Johns Hopkins University, for outstanding service to SAIS, 1977.

**Professional Affiliations, past and present**

- Expert, Genocide Prevention Task Force, Madeline Albright and William Cohen, co-chairs, 2008.
- Member, Afghanistan Study Group, James Jones and Thomas Pickering, co-chairs, 2007
- Expert, Iraq Study Group, James Baker and Lee Hamilton, co-chairs, 2006
- Member, International Institute for Strategic Studies, 1984-2001
- Member, Advisory Board, Project on Advanced Weaponry in the Developing World, American Association for the Advancement of Science, 1993

- Member, National Advisory Committee, Project on Collective Security, The United Nations Association of the USA, 1992

### **Publications**

Four edited books and over sixty book chapters, articles, policy-briefs, reports and opinion-editorial pieces in publications, such as *The New York Times*, *The Washington Post*, *The Washington Quarterly Foreign Policy*, *The Christian Science Monitor*, *Defense News*, *International Security*, *Strategic Survey* and *Critical Strategic Assessment*.

### **Presentations**

Over 100 papers, presentations and lectures delivered at workshops, conferences or seminars held in the United States and 12 foreign countries.

### **Personal Data**

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### **References**

Available upon Request

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(Updated: October 2008)

## PROFESSIONAL SUMMARY

- Serve as an Associate at Booz Allen Hamilton focusing on supporting US and foreign government clients in analyzing the global security environment and fashioning solutions that help further national goals and priorities in the defense and international affairs arenas.
- Served for 15 years in the Departments of Defense and State formulating and implementing US foreign and defense policy with a focus on Asian issues, including working directly for the Secretary of State on the Policy Planning Staff.
- Oversaw and helped manage all aspects of the Asia Pacific policy office in the Office of the Secretary of Defense (OSD) as Chief of Staff to the Deputy Under Secretary, including representing OSD at the Six Party Talks on North Korea.
- Led integrated Defense Department teams to address Southeast Asian defense issues as Director for Maritime Southeast Asia, including managing multiple security assistance programs totaling over \$30-40 million per year and participating in policy development supporting assistance programs for 6 nations accounting for over \$200 mil/year.
- Managed interagency process that provided policy guidance and support for deployments of operational US military forces to East Timor (as part of a multilateral peace operation) and to the Philippines (to combat Asian terrorist cells).
- Authored key sections of Presidential Decision Directive-58 (1997) that created US government procedures for planning and monitoring peace operations deployments for all agencies/departments of USG, including State, Defense, Justice and USAID.
- Developed US government concept for increasing numbers and capabilities of international police/constabulary forces to enhance global peace/reconstruction operations that became Presidential initiative at G-8 Summit in 2004.

## EXPERIENCE

### Booz Allen Hamilton

#### Associate, Global Defense Team

2006- present

Lead Asia marketing efforts for International Defense Cooperation team with work focused on assisting Asian nations on defense reform and process improvement within national security organizations. Specific projects have included work on defense and defense acquisition reform, critical infrastructure protection planning and trade security including work supporting the Government of Singapore's role as Chairman for APEC study group that developed a trade recovery program for APEC economies. Lead analytical work for the Office of the Secretary of Defense within the Futures Analysis group, directly managing over \$4 million dollars in contracts and 20 staff conducting analysis of defense planning and Asia policy issues. Additionally, participate in analytical work on Asia for other US Government agencies, including work on assessing the dynamics of Asia's non-energy natural resources.

**Office of the Secretary of Defense**

**Chief of Staff, Office of Asian and Pacific Affairs**

**2005-2006**

Managed all operations and policy issues for Deputy Under Secretary of Defense for Asian and Pacific Affairs. Represented and spoke for office on all issues, including briefings at all levels of the Department of Defense, up to and including the Secretary of Defense and within the USG executive and legislative branches. Was Department lead at 5<sup>th</sup> round of the Six-Party Talks in Beijing. Coordinated Southeast Asian issues, including bilateral assistance, policy towards regional/multilateral groupings, and maritime security.

**US Department of State**

**Member, Policy Planning Staff**

**2003-2005**

Coordinated and evaluated State Department policy for political-military affairs, counterterrorism policy and Asia-related issues directly for the Secretary of State. Provided independent advice, long-term planning and policy recommendations to Secretary. Worked directly with Assistant Secretaries for East Asia and Pacific Affairs and Political-Military Affairs to develop policy advice and implementation options to be presented to the Secretary. Principle outside reviewer and support for the Deputy Secretary for Mission Performance Plans and Bureau Performance Plans for East Asian nations.

**Office of the Secretary of Defense**

**Director for Maritime Southeast Asia**

**1999-2003**

Managed bilateral and multilateral security relations between the US government and nations of the Philippines, Indonesia, Malaysia, Singapore, Brunei and East Timor. Developed policy directly for senior Defense Department officials on military relations. Managed programs administered by multiple US government agencies, including yearly appropriations of over \$30 million dollars. Managed both internal defense Country Team and policy actors including US Pacific Command, Defense Security Cooperation Agency, and the Military Services.

**Office of the Secretary of Defense**

**Senior Assistant for Strategy Development**

**1993-1999**

Developed and monitored implementation of US defense strategy that guided force management, budgets and acquisition decisions for US military. Authored key sections of the 1993 Bottom-Up Review, 1997 Quadrennial Defense Review and 1994-1998 Annual Reports to Congress. Led staff analysis of Asia-related defense strategy and overseas basing issues. Conducted analysis of peacekeeping operations, leading to creation of presidential guidance on managing such operations and a training program for National Security Council staff, and the Departments of State, Defense, Justice, and the Agency for International Development.

**EDUCATION**

**Columbia University, School of International and Public Affairs**

Master of International Affairs, May 1991

**Swarthmore College**

Bachelor of Arts, Social Sciences conferred with High Honors, June 1989

**Additional Coursework/Training**

Multiple government and private sector courses on Leadership; Project Management; Financial Management

## MILITARY SERVICE AND CIVILIAN CAREER

MICHAEL JONES, F3000

DATE AND PLACE OF BIRTH

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YEARS OF COMMISSIONED SERVICE 9 years

### LAST ASSIGNMENT

#### Foreign Disclosure Officer, Joint Intelligence Operations Center

Headquarters, International Security Assistance Force  
Kabul, Afghanistan APO AE 09356

### MILITARY EDUCATION

**Defense Intelligence Agency**, J2X Operations Course  
**Defense Intelligence Agency**, Foreign Disclosure Course  
**Defense Intelligence Agency**, Adversarial Deception Analysis Course  
**Defense Intelligence Agency**, Asymmetric Warfare Intelligence Analysis Course  
**Military Intelligence**, Officer Advance Course  
**Military Intelligence**, Officer Basic Course  
**Military Intelligence**, Officer Transitional Course  
**Judge Advocate**, Officer Advance Course  
**Judge Advocate**, Officer Basic Course

### CIVILIAN EDUCATION

**South Texas College of Law**, Juris Doctorate 1996, Houston, Texas  
**Florida State University**, Bachelor of Science in Criminal Justice 1990, Tallahassee, Florida

### MILITARY SERVICE

#### USAR - Active Duty

AUG 07	FEB 08	Military Intelligence, HQ ISAF JIOC-A, Kabul, Afghanistan
AUG 06	AUG 07	Military Intelligence, USCENTCOM J2, MacDill AFB, Florida

#### USAR - Active Reserve

JUN 06	AUG 06	Judge Advocate, 1st BCT, 1st AD, Grafenwohr, Germany
AUG 04	JUN 06	Judge Advocate, TM 6, 174th LSO, Tampa, Florida

#### USAR - Active Duty

JUN 04	AUG 04	Judge Advocate, HQ 3d ID (M), Fort Stewart, Georgia
FEB 04	JUN 04	Judge Advocate, HQ V CORPS, Heidelberg, Germany
JUL 03	FEB 04	Judge Advocate, HQ CJTF-7, Baghdad, Iraq
MAR 03	JUL 03	Judge Advocate, HQ 3d ID (M), Baghdad, Iraq
FEB 03	MAR 03	Judge Advocate, HQ 3d ID (M), Fort Stewart, Georgia

#### USAR - Active Reserve

MAY 02	FEB 03	Judge Advocate, TM 6, 174th LSO, Tampa, Florida
APR 02	MAY 02	Judge Advocate, HQ 21st TSC, Stuttgart, Germany
JUL 01	APR 02	Judge Advocate, TM 6, 174th LSO, Tampa, Florida
JUN 01	JUL 01	Judge Advocate, HQ 21st TSC, Kaiserslautern, Germany
APR 00	JUN 01	Judge Advocate, TM 6, 174th LSO, Tampa, Florida



PROMOTIONS AND DATES OF APPOINTMENT

MAJ	USAR	24 JUN 08
CPT	USAR	29 NOV 02
ILT	USAR	04 APR 00

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MILITARY SERVICE AWARDS AND MEDALS

- Bronze Star Medal
- Joint Service Commendation Medal
- Army Commendation Medal
- Joint Service Achievement Medal
- Army Achievement Medal (Oak Leaf Cluster)
- North Atlantic Treaty Organization Medal
- National Defense Service Medal
- Afghanistan Campaign Medal
- Iraq Campaign Medal
- Global War on Terrorism Service Medal
- Armed Forces Reserve Medal (M Device)
- Presidential Unit Award
- Joint Meritorious Unit Award
- Army Service Ribbon

CIVILIAN EMPLOYMENT

NOV 06	PRESENT	Member, Florida House of Representatives, District 58, Tampa, Florida
JAN 05	PRESENT	Attorney and Counselor at Law, Tampa, Florida
MAY 02	JAN 05	Prosecutor, Office of the Statewide Prosecutor, Tampa, Florida
AUG 98	MAY 02	Prosecutor, Office of the State Attorney, Tampa, Florida
AUG 96	AUG 98	Prosecutor, Office of the Attorney General, Tampa, Florida
JUN 95	AUG 95	Judicial Law Clerk, Second District Court of Appeals, Tampa, Florida

CONTACT INFORMATION

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## EXPERIENCE - Military

### Foreign Disclosure Officer | 19-000000-0000-0000-0000-0000-0000-0000 | 19-000000-0000-0000-0000-0000-0000-0000

August 2007 - February 2008. Assigned to United States Central Command, Joint Intelligence Operations Center, and served as the Foreign Disclosure Officer working with National and multiple Foreign National Intelligence Agencies assigned to the International Security Assistance Force, North Atlantic Treaty Organization, and Global Counter-Terrorism Force. Provided tactical and operational intelligence critical to United States and coalition forces in support of Operation Enduring Freedom and the Global War on Terror.

- Awarded - North Atlantic Treaty Organization Medal
- Awarded - Joint Service Commendation Medal
- Awarded - Joint Service Achievement Medal

### Military Magistrate | 19-000000-0000-0000-0000-0000-0000-0000 | 19-000000-0000-0000-0000-0000-0000-0000

February 2003 - August 2004. Assigned to Multi-National Coalition Unit, Combined Joint Task Force Seven, and served as the Magistrate in Charge of Detention Operations, presiding over Military Commissioned War Tribunals and Internment Hearings in accordance with the Hague and Geneva Conventions and United States Uniform Code of Military Justice in support of Operations Enduring Freedom, Iraqi Freedom, and the Global War on Terror.

### Foreign Legal Advisor | 19-000000-0000-0000-0000-0000-0000-0000 | 19-000000-0000-0000-0000-0000-0000-0000

February 2003 - August 2004. Assigned to United States Army, Third Infantry Division, and served as the Foreign Legal Advisor on international and operation law related matters for Joint Staff and Combatant Commanders. Assisted in the reconstitution of Iraq's Criminal Justice System as principal member of the Iraqi Judicial Assessment Cell. Developed, interpreted, and implemented law of war policy, rules of engagement, and detention procedures for coalition forces. Conducted cross-cultural awareness and assessments of humanitarian need for civilians, while negotiating with tribal leaders in the Euphrates River Valley to minimize the civilian interference with coalition forces. Conducted combat damage and civilian casualty assessments, while consulting with foreign nationals in accordance with International Status of Force Agreements in support of Operations Enduring Freedom, Iraqi Freedom, and the Global War on Terror.

- Awarded - Bronze Star Medal
- Awarded - Army Commendation Medal
- Awarded - Army Achievement Medal
- Awarded - Presidential Unit Award
- Awarded - Joint Meritorious Unit Award

### Senior Legal Advisor | 19-000000-0000-0000-0000-0000-0000-0000 | 19-000000-0000-0000-0000-0000-0000-0000

April 2000 - February 2003. Assigned to the 174th Legal Support Organization, 81st Reserve Support Command, and served as the Senior Legal Advisor to the Command in pending judicial, non-judicial, and administrative separation actions, both punitive and non-punitive in nature. Disseminated policy and guidance to military personnel and their families in the areas of administrative law and legal assistance, ensuring client satisfaction by providing timely, concise, and accurate legal advice consistent with the Uniform Code of Military Justice and Department of Defense Regulation.

- Awarded - Army Commendation Medal
- Awarded - Army Achievement Medal

## EDUCATION

United States Army Intelligence School <small>1997-1998</small>	Fl. Huachuca, AZ
United States Army Judge Advocate General School <small>1995-1996</small>	Charlottesville, VA
South Texas College of Law <small>1993-1995</small>	Houston, TX
<ul style="list-style-type: none"><li>American Jurisprudence Award</li><li>Christopher Langdell Scholar</li></ul>	
Florida State University <small>1991-1993</small>	Houston, TX

## MEMBERSHIPS / ASSOCIATIONS

- United States Military Court of Criminal Appeals - Admitted, 2000
- United States Supreme Court - Admitted, 2000
- United States Court of Appeal, Eleventh Circuit - Admitted, 1997
- United States District Court, Middle District - Admitted, 1997
- Florida Supreme Court - Admitted, 1996
- Florida Infrastructure Committee, 2006-2007
- Florida Military and Veterans' Affairs Committee, 2006-2007
- Florida Government Efficiency and Accountability Council, 2006-2007
- Florida Public Safety and Homeland Security Committee, 2007-2008
- Florida Capital Collateral Commission, 2007-2008
- Hillsborough County Family Justice Center Advisory Board, 2007-2008
- American Legion, Post 111, 2005
- Veterans of Foreign Wars, Post 424, 2005

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## REFERENCES

- Available upon request.

## Michael Scionti

Michael Scionti is a Tampa native and has earned himself unique distinction in Florida's legal community by having dedicated his entire professional career to protecting the rights of others in and out of the courtroom, on and off the battlefield, and throughout the halls of the legislature.

Mr. Scionti earned his Bachelor of Science in Criminal Justice from Florida State University in 1990 and his Juris Doctorate from South Texas College of Law in 1996. He has been a member of the Florida Bar since 1996. He is also licensed to practice before the United States Supreme Court, the United States District Court of Appeal for the Eleventh Circuit, the United States District Court for the Middle District of Florida, and the United States Military Court of Appeals.

Mr. Scionti has an exceptionally accomplished and remarkably diverse background. He spent several years as a criminal prosecutor for the State of Florida, fighting for those who could not fight for themselves. He began his prosecutorial career serving as an Assistant Attorney General, where he honed his skills of interpretive legal analysis before Florida's appellate courts and successfully advanced legal positions on behalf of crime victims. Mr. Scionti later became a staunch advocate for victims in criminal courtrooms across Florida, where he served both as an Assistant State Attorney and Assistant Statewide Prosecutor.

Commissioned as an officer in United States Army Reserve in 2000, Mr. Scionti graduated from the Army's military justice and military intelligence academies. As an Army Judge Advocate and Intelligence Officer, Mr. Scionti served two combat tours of duty in Afghanistan and Iraq in support of Operations Enduring and Iraqi Freedom, respectively, and returned home a decorated war veteran, receiving the Bronze Star Medal for his proven leadership during ground combat operations. During these operations, Mr. Scionti ensured the safety and security of U.S. and Coalition Forces as he presided over military commissioned war tribunals and internment hearings in accordance with the Hague and Geneva Conventions, assisted



in the reconstitution of Iraq's Ministry of Justice as a principal advisor on the Iraqi Judicial Assessment Team, and implemented law of war policy, rules of engagement, and detention procedures in the prosecution of enemy combatants and foreign insurgents.

In addition to these pursuits, Mr. Scionti ran for and was elected to the Florida House of Representatives in 2006 and was re-elected to his second term in 2008. As the State Representative for Legislative District 58, Mr. Scionti successfully advocates on behalf of residents of the Great State of Florida and, in the spirit of bipartisanship, often reaches across party lines to pass laws in keeping with sound public safety and economic policy. In his continuing efforts to protect and serve our community and our state, Mr. Scionti has been a driving force for Florida's public safety and homeland security, our combat veterans and their families, and on military affairs and combat readiness. As the House Minority Whip and key member of House Leadership, he has earned the trust and loyalty of his colleagues in both Chambers of the Florida Legislature by upholding the principles of his convictions and faithfully serving as a "voice for the voiceless".



Mr. Scionti's proven leadership in the courtroom, unyielding passion for truth and justice, and steadfast commitment to the people of Florida is a testament to his hard work and dedication in upholding the principles and ideals of which he believes.

### Distinctions

- In 2009, Mr. Scionti will become an adjunct professor with the University of South Florida, teaching a course on International Relations and Foreign Affairs within the University's Honors College.
- In 2007 and 2008, Mr. Scionti was the recipient of the Florida Chamber of Commerce "Honor Roll" Award in recognition for his legislative leadership on commerce, trade, and economic policy and for his commitment to creating jobs and strengthening Florida's business climate.
- In 2007, Mr. Scionti was recognized both by the State and National Disabled American Veterans Associations for his dedicated work on behalf of the men and women who have honorably served our nation and now suffer because of their service.
- At South Texas College of Law, where Mr. Scionti earned his Juris Doctorate, he received the Christopher Langdell Scholarship for outstanding academic performance and was the recipient of the American Jurisprudence Award in Torts.

## Professional & Community Involvement

Michael Scionti is actively involved in a variety of local and statewide professional organizations, commissions, and boards committed to safeguarding and improving the quality of life for all Floridians. Appointed by the Speaker of the Florida House of Representatives in 2006, Mr. Scionti serves as a member of Florida's Commission on Capital Cases, which is an oversight commission responsible for reviewing the administration of justice in all capital (death penalty) cases and advising and making recommendations to the Governor, the Legislature, and the Supreme Court of the State of Florida.

Since he was elected to the Florida House of Representatives in 2006, Mr. Scionti served on various councils and committees in the Florida Legislature to include the Government Efficiency and Accountability Council, Public Safety and Homeland Security Committee, Military and Veterans' Affairs Committee, Infrastructure Committee, and Joint Select Committee on Property Tax Relief and Reform.

As a true advocate for victim's rights, especially those who suffer from domestic abuse, Mr. Scionti was selected in 2006 to serve as a Board Member of Hillsborough County's Family Justice Center, which is a community-wide collaborative between public, private, and non-profit organizations providing comprehensive services to domestic violence victims and their families.

Mr. Scionti was also selected in 2007 to serve as a Board Member of Hillsborough County's Community Action Board, which provides recommendations on policy governing the development, planning, implementation, and evaluation of the Community Services Block Grant funds and programs that serve low-income residents and communities.

As a military reservist and combat veteran, Mr. Scionti proudly serves as a member both of the American Legion, Local Post #111, and Veterans of Foreign Wars, Local Post #454, advocating on behalf of the needs of our veterans.

As a Charter Member of the Optimist Club of Greater Tampa Bay in 2000, Mr. Scionti continues to devote his time and energy helping others in keeping with his favorite passage of the optimist creed, "to think only of the best, to work only for the best, and to expect only the best."

# Julianne Smith

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## Professional Experience:

**Center for Strategic and International Studies (CSIS), Washington, DC** 2006 - present

*Director and Senior Fellow, Europe Program*

Lead the Center's research and program activities on U.S. European political, security, and economic relations and the ongoing process of European political and economic integration. Author numerous CSIS reports and book chapters, including *Alliance Reform: An Atlantic Compact for the 21<sup>st</sup> Century* (2009); *Midwest Integration: Challenging Conventional Wisdom in Europe and the United States* (2007); and *Transforming NATO (Again): A Primer for the NATO Summit in Riga* (2006). Conduct interviews with major media outlets (including CBS, Fox, NPR, NY1, WP), brief high-level foreign visitors, and speak at international conferences.

**Center for Strategic and International Studies (CSIS), Washington, DC** 2003 - 2006

*Deputy Director and Senior Fellow, International Security Program*

Oversaw the implementation of over 35 security related projects and a staff of 70 people. Managed the International Security Program's annual budget (over \$7 million). Co-directed the European Defense Integration project and the Transatlantic Dialogue on Terrorism, which examined European and American disagreements over the root causes of terrorism and the appropriate means for remedying them. Conceived and edited "Transatlantic Security: Notes and Comment," a monthly newsletter on transatlantic defense issues. Managed several major research projects including "Five Years After 9/11: Accomplishments and Continuing Challenges" as well as "America and the World in the Age of Terror." Served as media spokesperson for CSIS on a variety of security related issues.

**The Aspen Institute, Washington, DC** 2003 - present

*Consultant, Aspen Strategy Group (ASG)*

Assist in the development and organization of ASG workshops and briefings including the Aspen Atlantic Group (a senior statesmen series focused on transatlantic relations and hosted by Secretary Madeleine Albright), the U.S.-India Dialogue, and the annual summer workshop in Aspen, CO. Draft op-eds and project proposals and assist with trips abroad for high-level ASG delegations.

**The German Marshall Fund of the United States, Washington, DC** 2000-2003

*Program Officer, Foreign Policy Program*

Planned and managed a wide range of transatlantic events in the U.S. and Europe. Co-managed the foreign policy grantmaking program and budget, which included reviewing proposals from U.S. and European institutions seeking GMF support. Regularly gave presentations on transatlantic security issues at international conferences. Managed GMF's Journalism Program and Peter Weitz Prizes (which dispersed over \$300,000 annually). Co-authored the Worldviews 2002 final reports, which presented the findings of the most comprehensive poll of U.S. and European public opinion on foreign policy matters ever taken. Oversaw the redesign and launch of GMF's public image, website and publications in 2001-2002.

**AUSA, Project on the Role of American Military Power (RAMP), Arlington, VA** 2000

*Director of Communications*

Developed a three year communications strategy for the Association of the U.S. Army's RAMP project. Wrote and placed op-eds, issued press releases, planned conferences in the United States and Europe. Conducted studies on U.S. military policies, including civil-military coordination, post-conflict reconstruction, defense alliances (NATO), and military involvement in peace operations and humanitarian emergencies.

**British American Security Information Council (BASIC), Washington, DC** 1998-2000



*Senior Analyst, European Security Desk*

Monitored and analyzed European security issues, researched and wrote policy briefings on the Balkans (particularly Kosovo) and soft security issues such as conflict prevention and post-conflict reconstruction. Drafted press releases, op-eds, and briefing papers as well as project proposals. Served as BASIC's media spokesperson during the 1999 Kosovo conflict.

**Markowitz & McNaughton, Inc.,** Washington, DC

1995-1996

*Business Analyst*

Conducted global market analysis for international mergers and acquisitions. Assessed strategic indicators specifically related to Germany and France and wrote reports that defined European market sizes and structures for a variety of telecommunications products and services.

**Education:**

**American University,** Washington, D.C.  
M.A. International Affairs, 1995

**Universität München,** Munich, Germany  
Zeugnis (Proficiency certificate), 1992

**Xavier University,** Cincinnati, OH  
B.A. Communications, cum laude, 1991  
B.A. French, cum laude, 1991

**Université de Paris, Sorbonne,** Paris, France  
Cours de Civilisation Française  
Certificat de Langue Française, 1990-91

**Fellowships:**

**White House Fellowship,** national finalist

2006

**American Academy in Berlin,** Berlin, Germany

2000

*Public Policy Fellow*

Conducted a two-month study of German "Red/Green" foreign policy and its effects on current transatlantic tensions. Interviewed over 50 German policy makers on the subject and wrote a monograph entitled, "New Accents in Transatlantic Relations." Presented the paper in Germany, the United States and France.

**Stiftung Wissenschaft und Politik (SWP),** Ebenhausen, Germany

1997-1998

*Robert Bosch Foundation Fellow, "Conflict Prevention Network" Project Manager*

Managed the development of policy studies for the European Commission and Parliament. Networked with European research institutes, NGOs and EU functionaries. Conducted research on regional conflicts around the world (Palestine, Congo, Cyprus, and Haiti). Organized conferences, workshops, and briefings for EU policy makers from the Council, Commission, and Parliament.

**CDU/CSU Bundestag Fraktion (German Parliament),** Bonn, Germany

1996

*Robert Bosch Foundation Fellow, Foreign Policy Analyst*

Wrote briefings for Parliamentarian Rudolf Seiters (former Minister of the Interior), on the following topics: the costs of NATO expansion, the U.S. "Baltic Action Plan," the OSCE's conflict prevention record, and the 1996 U.S. Presidential and Congressional elections. Wrote speeches for Mr. Seiters' Chief of Staff.

**Membership:**

Co-Chair, Next Generation Democrats.

Associate fellow, the Royal United Services Institute for Defence and Security Studies (RUSI).

Co-founder and former vice chair of the board of the Thirty Somethings Doing Something Foundation, a 501(c)3 that hosted charity events for young professionals and raised over \$125,000 for local DC charities.

Member and former president, Robert Bosch Fellowship Alumni Association.

Member, Women in International Security.

**Languages:**

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**Campaign Work:**

Joined Barack Obama's Foreign Policy Group in May of 2007 (specifically the Europe Team with Phil Gordon). Provided press guidance, contributed and edited policy positions, and assisted with talking points for Obama's trip to Europe in the summer of 2008. Organized a fundraiser during the primaries, canvassed, and worked advance for Richard Hannig by VA.

**Partial List of Publications:**

- "Alliance Reborn: An Atlantic Compact for the 21st Century." CSIS Press, January 2009.
- "What to Do When Washington Asks You to Do More in Afghanistan (and to Will)" *Süddeutsche Zeitung* (Munich), October 18, 2008
- "Threats from Within: Four Challenges Inside the NATO Alliance," *International Spectator*, September 2008
- "What Lies Beneath: The Future of NATO through the ISAF Prism" Published by RUSI (UK), March 2008
- "Islamic Charities in Europe" Understanding Islamic Charities, CSIS Press Winter 2007
- "The Transatlantic Climate Change Challenge," *Washington Quarterly*, Winter Issue 2007-08
- "Saving Afghanistan." *Global Forecast: The Top Security Challenges of 2008*. CSIS Press, November 2007
- "Setting the Negotiating Table: The Race to Replace Kyoto by 2012" *The Age of Consequences: The Foreign and National Security Implications of Global Climate Change*. CSIS/CNAS publication November, 2007
- "Five Years After 9/11: An Assessment of America's War on Terror." CSIS Press September 2006
- "Current and Crosscurrents of Radical Islamism." CSIS Press, April 2006. (principal author)
- "Partners or Rivals? The EU-NATO Relationship." German and American Reorientation toward NATO. Netherlands Atlantic Association. November 2005
- "The Return of U.S. Mission Creep," *Defense News*. Dumber 10, 2005. (co-written with Derek Chollet)
- "European Defense Integration: Bridging the Gap between Strategy and Capabilities." CSIS Press, October 2005. (Lead investigator)
- "Building Operational Capacity outside of the Department of Defense," *Beyond Goldwater-Nichols: U.S. Government and Defense Reform for a New Strategic Era*, CSIS Press, July 1, 2005 (principal author)
- "Tectonic Shifts: A New Global Landscape," *America and the World in the Age of Terror*, CSIS Press, April, 2005.
- "The Transatlantic Dialogue on Terrorism: Initial Findings." *Center for Strategic and International Studies* August 31, 2004.
- "End of a Cold War Legacy," *Washington Times*. August 30, 2004.
- "NATO: Allies in Action?" *Defense News*. July 19, 2004, pg. 20.
- "Worldviews 2002: European Public Opinion and Foreign Policy." *German Marshall Fund*. September 2002. (co-author with Stephen Grand and Natalie Ja Balme)
- "Eyes in Spain, Bush Faces Challenges," *San Diego Union Tribune*. June 12, 2001. pg. B9.

"New Accents in Transatlantic Relations." Heinrich Boell Stiftung. December, 2000.

"Boost Peacekeepers' Role," *Defense News*. September 6, 1999, pg. 23.

"More than Bombs and Verifiers," *Washington Post*. February 7, 1999, pg. B2.

"A Risk Reduction Strategy for NATO." BASIC Research Report. January 1999.

## DONALD C. STANTON

(b)(6)

*Innovative team leader with international, interagency, aviation/safety, business, & political experience; strategic & creative thinker able to plan 'outside the box' and motivate groups; teacher; retired Navy Commander- P-3C Mission Commander and Surface Warfare Officer*

### Professional Background

1998-present; Delta Air Lines International Pilot, 767ER, 767ER, B737-200, -300G, -800, B777  
Vice Chairman Delta Pilots Legislative Committee; Strategic Planning Committee

- ALPA Hill efforts on Pension Reform, Roth IRA options, Open Skies, and Age 65; Delta NWA Merger, JFK Slot Auctions, Anti-Trust Immunity, Japan talks, oil speculation, carbon cap & trade; fought USAirways' hostile takeover attempt

Assistant to Chief Pilot-LaGuardia Airport; Delta Shuttle and Mainline Operations  
Wrote: *Are You Being Hedged? Private Equity, Hedge Funds, and You* Air Line Pilot 2008;  
*A Question of Balance: American Nat Security Policy & Developing World-Texas Tech* 2002

1986-88 Vanguard Airlines B737 Pilot; Tower Air B747 Pilot-Middle East, Africa, Asia ops

1982-88 U.S. Dept. of Commerce; Co-director ex-Soviet Executive Mgmt Training Program

- USG-Russia Defense Conversion Subcom, designed & led a mini-MBA program with business internships for 125 former Soviet defense execs (Nunn-Lugar Program)

1980-82 Defense Assistant to the Under Secretary of Commerce- Export Administration

- National Security Policy; Int'l Business; Liaison to Defense Dept on Defense Trade
- Interagency working groups on International Space Commerce, Japanese FSX and Korean Fighter tech transfer programs, Defense Trade and Aviation policy
- 1981 Kuwait Reconstruction TDY/Consulate Jeddah & Embassy Riyadh, Saudi Arabia

1985-88 Naval Assistant to the Deputy Under Secretary of Defense (Planning & Resources)

- Staffed Israeli Naval Modernization ( *Dolphin subs, Sa'ar corvettes*) Program within Defense Dept. Interagency arena: liaison with international companies, Israeli Embassy and New York Mission; briefed SECNAV, ISA, NSC staffs & business execs
- Coordinated NATO co-development MDU negotiations for F/A-18 APG-96 radar, AV-8B, P-3, and Over the Horizon Radar programs with US-UK-GE-IT-SP exec's

1984-86 NATOPS/Safety Department Head; Maintenance Department Head

- Led Squadron Safety & Aircrew Standards programs; led Safety Stand-downs
- Wrote: *Is Your Squadron Safe To Deploy?* Naval Aviation 1985

1981-83 Chief of Naval Operations Staff; Africa Desk, Latin America Desk Officer

1972-82 US Navy; Surface Warfare Officer DD-786 Naval Gunfire Support off Vietnam;

USS Coral Sea (CVA-43) Officer of the Deck (First), support Saigon evac and *Mary Queen* ops

P-3C Anti-Sub Warfare Pilot; Instructor Pilot, Admin. Assistant, Training/Readiness

Combat Action, Vietnam Serv., Defense Superior Serv., Armed Forces Expeditionary medals

### Education; Volunteer Work

1968 HS Northfield Mount Herman School; some Spanish, Russian language

1972 BA History, Cornell University; Navy ROTC Battalion Commander

1984 MA National Security Studies, Georgetown University

1989-96 Adjunct Professor International Relations- NOVA Comm. College-Alexandria, VA

1990-present Curial Events Leader- Goodwin House Retirement-Alexandria and Falls Church

### Political Background

- 2007-present Veterans For Obama Steering Comm. Ops in Iowa-7 primaries
- VFO Co-chair 9 state South Region; VFO Union outreach leader to AFL-CIO NCOs Team advisor; Foreign Policy Committee; 2006 Veterans For Jim Webb

## **MICHAEL JOHN STELLA**

(U) [REDACTED]

(U) [REDACTED]

### **PROFESSIONAL EXPERIENCE**

#### **Senate Liaison Officer United States Army**

- Represent the Army in the United States Senate and on Capitol Hill.
- Serve as a point of contact for Senators, their staffs, and Senate committees for all Army related issues.
- Work to sustain and improve relationships in order to inform Congress of Army policies, programs, actions and requirements through active engagement.
- Provide prompt, coordinated, and factual replies to congressional inquiries.
- Coordinate special events and ceremonies for senior Army leadership involving Senate participation.
- Plan, coordinate, and escort official Congressional and Staff Delegations' travel worldwide.
- Entrusted with fiduciary responsibility in support of fact-finding missions.

#### **Strategic Communications Officer United States Army**

- Represent the Chief of the Army Reserve as a strategic communications officer.
- Conduct outreach to external audiences as part of a synchronized Army Reserve strategic communications effort to build relationships, foster collaboration, and improve understanding and knowledge of the Army Reserve across America.
- Build and maintain strong relationships with external stakeholders and influencers through outreach activities, events, and initiatives.
- Identify new outreach opportunities, including community partners, associations, think tanks, and businesses, and then communicate the Army Reserve's values, themes, priorities, and messages.
- Establish and maintain productive relationships with the Army Reserve Command, Department of the Army and other organizations to ensure mission accomplishment.

#### **Media Relations Officer United States Army**

- Serve as an official spokesperson for the United States Army Reserve.
  - Respond to a myriad of media queries from international, national, and regional media outlets concerning Army Reserve missions, roles and support for the Global War on Terrorism and other operations.
  - Support the chief of marketing for high-visibility national public affairs programs and events supporting the Army Reserve.
  - Communicate to the American people the role their Army Reserve plays in today's global environment.
  - Advise subordinate unit public affairs officers and personnel on policies, procedures, regulations and public affairs guidance.
  - Train soldiers and family members on dealing with news media representatives.
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**Public Affairs Officer  
United States Army**

- Serve as the official spokesperson and public affairs officer for the 88th Regional Support Command (RSC) headquartered at Fort Snelling, MN. The 88th RSC covers a geographical area that includes Minnesota, Wisconsin, Illinois, Indiana, Ohio and Michigan with over 35,000 Soldiers and civilians.
- Develop the RSC's public affairs plan and providing staff direction involving all public information, command (internal) information, and community relations activities.
- Provide the RSC commander and his staff with the professional assistance, guidance and initiative concerning the public affairs impact of all RSC operations.

**Task Force Public Affairs Officer  
United States Army**

- Serve as the official spokesperson and public affairs officer for Task Forces 1-18 and 1-77 during Operation Joint Guard at McGovern Base, Bosnia-Herzegovina.
- Develop and provide staff direction involving all public information and command (internal) information activities.
- Provide the task force commander and his staff with professional guidance concerning the public affairs impact of all task force operations.

**Project Management Consultant  
NOVON Consulting**

- Coordinate testing effort and certification of Norwest Investment Services applications for Year 2000 compliance.
- Manage five separate project plans ensuring testing teams comprised of systems and business professionals completed required tasks on schedule and within corporate and regulatory agency timelines.
- Test teams had responsibility to assure that components and systems were: Year2000 compliant, continued to satisfy customer and business requirements, and ready for production implementation.

**Central Business Analyst  
Prudential Insurance Company**

- Serve as the lead business analyst for Change Management Unit.
- Unit was responsible for coordination and analysis of all aspects of the department's operations including workflow, use of legacy systems, and use of quality review procedures, as well as development and maintenance of Client/Server tools.
- Lead Business Analyst was responsible for coordinating activities of unit's business and process analysts. Duties included: assigning projects, ensuring projects have proper resources, reporting on status of projects, and communicating activities and accomplishments to associates through department leadership.

**Business Analyst  
Prudential Insurance Company**

- Serve as liaison between end-users and development team for a case management system. Responsibilities Included gathering system requirements, writing specifications and designing user documentation.
- Training geographically dispersed end-users. User group includes all levels of the department in four locations in Minnesota, Florida and Pennsylvania.

**Process/Business Analyst - Process Improvement Team  
Prudential Insurance Company**

- Analyst for a team chartered to do an in-depth review of the root causes of work for the department and develop a series of recommendations for a future-state process design centered on people, processes, and technology.
- Objective was to help the organization reduce costs, improve service, and reduce the number of cases referred to the area.
- Based on work volumes, recommendations were developed which would yield:
  - Annual savings of approximately 110 associates (vs. a base of 559 full-time associates).
  - Service improvements ranging from 50-100% depending on transaction.
  - Significant reductions in errors.
  - Improvements in controls and compliance.
  - A reduction of \$5.3 million from the department's annual run rate.

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**E M P L O Y M E N T   H I S T O R Y**

<b>United States Army</b> Various Locations	1998 - Present
<b>NOVON Consulting Corporation</b> Minneapolis, Minnesota	1998
<b>Prudential Insurance Company of America</b> Plymouth, Minnesota	1993 - 1998
<b>Norwest Mortgage</b> Minneapolis, Minnesota	1992 - 1993
<b>United States Army Reserve</b> Saint Paul, Minnesota	1987 - 1998

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**E D U C A T I O N**

<b>University of Saint Thomas</b> Saint Paul, Minnesota Degree: Master of Business Administration	1998
<b>Macalester College</b> Saint Paul, Minnesota Degree: Bachelor of Arts Majors: Economics and Organizational Psychology Minor: Sociology	1991

# SHELLY O'NEILL STONEMAN

(11/05)

Defense policy specialist, national security expert, and strategic advisor

## SUMMARY OF QUALIFICATIONS

Senior White House official with over 13 years of Congressional, defense and foreign policy experience. Successful record of providing strategic advice on a wide range of policy matters, particularly national security issues, to Executive Branch and Congressional officials.

## WORK EXPERIENCE

- Jan 2009-present *Special Assistant to the President for Legislative Affairs, The White House, Washington, D.C.*
- Served as the President's liaison to the House of Representatives on defense and national security issues, including the DOD Efficiencies initiative, detention policy, repeal of Don't Ask, Don't Tell, FY2010-2012 DOD budgetary matters, counterterrorism, intelligence reform, and efforts to enhance cybersecurity.
  - Managed and developed legislative strategies for successfully securing passage of dozens of Presidential legislative initiatives, including weapons procurement reform, military commissions reform, the Recovery Act, health care reform, energy bill, and financial regulatory reform.
  - Briefed the President, his senior advisors, and Cabinet Members on Congressional actions and priorities.
  - Coordinated Congressional engagement conducted by senior officials from the White House, National Security Staff, Departments of Defense, Commerce, State, CIA, and Director of National Intelligence, while liaising with House leadership, more than 80 Members of Congress, and 5 Congressional Committees.
- Nov 2008-Jan 2009 *Congressional Liaison, Obama-Biden Presidential Transition Team, Washington, D.C.*
- Served as the President-Elect's liaison to the House of Representatives for national security issues.
  - Spearheaded Transition Team consultation with House Leadership, Armed Services, Intelligence, Foreign Affairs, and Appropriations Committees on defense and foreign policy issues.
  - Coordinated Congressional engagement conducted by senior advisers to the President-Elect.
- May 2005-Jan 2009 *Deputy Chief of Staff/Legislative Director, Congressman Steven Rothman, Washington, D.C.*
- Managed the legislative staff and oversaw all policy decision and the appropriations portfolio.
  - Advised the Congressman on his Defense Appropriations Subcommittee responsibilities.
  - Created new legislative initiatives, drafted policy speeches, involved in all major political decisions.
- Dec 2003-May 2005 *Legislative Assistant, Congressman Steven Rothman, Washington, D.C.*
- Counseled the Congressman on all matters of foreign affairs, defense and homeland security.
  - Advised the Congressman on his Foreign Operations Appropriations Subcommittee responsibilities.
- Mar-Dec 2003 *Research Consultant, Small Arms Survey, Skopje, Macedonia*
- Co-authored countrywide security assessments on small arms trafficking in Central, Eastern, and Southeastern Europe (CESEE).
  - Conducted extensive field research and interviews with govt and non-govt officials for publications.
- 2003-2004 *Graduate Research Assistant for International Relations, University of Oklahoma, Heidelberg, Germany*
- Interviewed four dozen CESEE export control experts and foreign government officials for a publication.
  - Researched regional political and military issues including export control regimes and arms control efforts.
- Summer 2001 *Conflict Resolution Advisor, Balkan Sunflowers, Pristina, Kosovo*
- Managed a post-conflict social and political reconstruction project run by UNICEF-sponsored NGO.
- 1999-2000 *Staff Assistant, U.S. Senate Subcommittee on International Security, Proliferation and Democ Services*
- Prepared speeches for Sen. Daniel Akaka (Ranking Member) on foreign policy issues.
  - Researched defense and international security issues, including WMD, missile defense and arms control.



# TERENCE SZUPLAT

## Speechwriting & Strategic Communications

With more than a decade of experience supporting the nation's foremost political, business and nonprofit leaders, former chief Pentagon speechwriter to the Secretary of Defense Terence Szuplat specializes in high profile communications, message development and crafting effective speeches for targeted business, political, academic and international audiences.

Mr. Szuplat has written and edited hundreds of speeches, articles, opinion columns, press releases and reports. His work has appeared in leading publications, including *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal Asia*, *The Washington Times* and *The International Herald Tribune*. His personal commentaries have been published in *The Atlanta Journal-Constitution* and *The Baltimore Sun*, and he served as a speechwriter and editor during the 2004 and 2008 Democratic National Conventions.

At the age of 25, Mr. Szuplat was appointed Director of Speechwriting to Secretary of Defense William S. Cohen, overseeing a staff of four writers from 1998 to 2001. In addition to preparing major addresses on the 1998 air campaign against Iraq, the 1999 NATO air campaign over Kosovo, and security challenges to Europe and Asia, he drafted the nationally televised address in which Secretary Cohen honored the victims of the August 1998 terrorist attacks on U.S. embassies in Africa. He was awarded the Secretary of Defense Medal for Outstanding Public Service for turning "the communication of public policy from assignment to art form."

A professional staff member of the Senate Armed Services Committee from 2001-2002, Mr. Szuplat also served on the staff of the Commission on Protecting and Reducing Government Secrecy, chaired by Senator Daniel Patrick Moynihan, from 1995-1998. A 1995 honors graduate of American University in Washington, DC, he was selected for research/intern positions at the White House Speechwriting Office and the British Parliament. He was named by *Washingtonian Magazine* in 1999 as one of 100 "People to Watch" for displaying "the talent and the drive to make a difference in the decades ahead."

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*Statistics and references available upon request.*

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Michael Schiffer

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**Professional Experience**

***The Stanley Foundation***, Muscatine, Iowa, 2006 to 2009.

**Program Officer.** Responsible for project conceptualization and development of research, publication and meetings program on US national security and Asia-Pacific issues for nonpartisan private operating foundation, including management of multi-million dollar budgets and international research staff and consultants, and all phases of project implementation. Programming includes projects and publications on US policy towards China and other "rising powers"; US-China-Japan trilateral relations; America's global role; North Korea; new power dynamics in Southeast Asia; US nuclear policy and posture; and Asian architecture.

***Council on Foreign Relations***, Tokyo, Japan, 2004 to 2005.

**International Affairs Fellow in Japan.** Selected by the Council on Foreign Relations to spend a year in Japan conducting research on the Asia-Pacific strategic environment and regional political and security issues, including U.S.-Japan relations; changing Japanese perceptions of East Asia; China; North Korea; and regional nuclear proliferation issues. Visiting Research Fellow at the National Institute for Defense Studies, the research arm of the Defense Agency of Japan.

***United States Senator Dianne Feinstein (D-CA)***, Washington, DC, 1995 to 2004.

**Legislative Director**, 2002-2004. Managed 25-person legislative staff, directed the development and implementation of Senator's legislative and policy agenda, served as senior national security policy advisor and also advised Senator on a broad range of federal, state, and local policy issues. Represented the Senator in negotiations with other Congressional offices, Executive branch agencies, state and local governments, businesses and interest groups. Supervised drafting of legislation, materials for floor debate and Committee hearings and drafted policy and briefing memorandum, speeches, articles and op-eds. Extensive travel both with Senator and congressional staff delegations overseas.

**Legislative Assistant**, 1995-2001. Served as foreign policy, trade, national security, budget, tax, and economic policy advisor.

***Center for War, Peace, and the News Media, New York University***, New York City, 1989-1993.

**Director, International Security Programs**, 1991-1993. Head of Washington, DC office of university-based think tank; managed research, conference, briefing, and publication programs on European and Pacific Rim security issues, U.S. foreign policy, nuclear and conventional weapons proliferation, the former Soviet Union, and other international issues. Analyst, 1989-1990.

## Education

**New York University.** New York City. Department of Politics, New York. Concentration in American Politics, International Affairs, and Political Methodology. PhD. Dissertation Defense, October 1995. M.A., October 1991.

**London School of Economics.** London. Department of Government, London. Concentration in the politics and government of Russia. M.Sc., September 1988.

**Georgetown University.** Washington, DC. Double major in history and political theory. AB, May 1987.

## Publications

Authored book chapters, articles, and op-eds, including those published in: *The New York Times*; *Los Angeles Times*; *International Herald Tribune*; *San Francisco Chronicle*; *Washington Times*; *Minneapolis Star-Tribune*; *Des Moines Register*; *Far Eastern Economic Review*; *Arms Control Today*; *PacNet*; *Journal of International Affairs*; *Powers and Principles: International Leadership in a Shrinking World* (co-editor; Lexington Books); *Bridging the Foreign Policy Divide* (Routledge); *Encyclopedia of Arms Control and Disarmament* (Charles Scribner's Sons); *Beyond the Cold War: Soviet and American Media Images* (Sage); *Nuclear Times*; and *World Observer*, among others.

## Selected Professional Activities

Defense Transformation Fellow, Center for National Policy (2008);  
Member, US-Japan Policy Task Force, Center for New American Security (2008);  
Policy Coordinator, Asia Policy Group, and member, Nuclear Weapons and Non-Proliferation Group, Outside Policy Advisor to campaign, Obama for America (2007-2008);  
Member, International Institute of Strategic Studies (2006- );  
Co-Founder, and Member, Iowa Chapter, National Security Network (2006- );  
Fellow, Center for Asian and Pacific Studies, University of Iowa (2006-2008);  
Member, National Committee on North Korea (2006- );  
Member, Working Group on North Korea, The Atlantic Council (2006-2007);  
Member, China Task Force, Center for American Progress (2005-2006);  
Co-Director, US-Japan-China Trilateral Relations Study Group (2005);  
Member, Kerry-Edwards 2004 presidential campaign East Asia Policy Team (2004);  
Member of the Advisory Board, Aspen Institute Middle East Strategy Group (2004);  
Director, Senate Nonproliferation and Nuclear Weapons Policy Working Group (2004);  
Selected Participant, Friedrich Ebert Stiftung Global Atlanticists Program (2003-present);  
Member of the East-West Center's Congressional Asian Security Issues Working Group (2003-2004);  
Staff designee for Chair and Vice-Chair, Congressional Study Group on Japan (2000-2004);  
Member, Council on Foreign Relations Congressional Staff Roundtable (2002-2004);  
Adjunct Professor, Department of Politics, George Washington University, (1992-1994); and,  
Manager, Poipu Bed and Breakfast Inn, Poipu Beach, Kauai, Hawaii (1994).

**Teresa M. Takai**

(b)(6)

**Summary of Qualifications**

2008 – present **California Office of the State Chief Information Officer**  
**Chief Information Officer**

- Serve as state's first cabinet level Chief Information Officer reporting to the Governor.
- Created first state CIO's office responsible for project approval and oversight, IT policy and strategic direction of \$4 billion in IT spend annually, enterprise IT operations and security
- Developed state's first IT Capital Plan, Strategic Plan, Enterprise Architecture, and Consolidation Plan
- Achieved ranking of # 2 State Web Site

2003 – 2008 **Michigan Department of Information Technology**  
**Director**

- Served as state's Chief Information Officer
- Cabinet Member reporting directly to the Governor
- Developed and managed a centralized information technology department with 1,800 employees serving 19 state departments with annual budget of \$500 million
- Developed and implemented statewide information technology strategy
- Achieved # 1 ranking for 4 years in Digital States Survey

2002 – 2003 **Federal Mogul Corporation**  
**Director, Process Development**  
**Global Supply Chain**

- Managed organization transformation of Purchasing from decentralized to global/centralized with a goal of saving \$54 million annually

2000-2002 **Electronic Data Systems**  
**Managing Director and Client Executive**  
**Global Supply Chain & eGM**

- Managed outsourced IT support of supply chain and eGM systems for General Motors Corporation
- Managed Global Supply Chain and eGM account with an annual revenue target of \$140 million

- 1970 – 2000 **Ford Motor Company**
- 1999 – 2000 **Director, Information Technology, Strategic Planning & Business Integration**
- Led the development of the Information Technology Strategic Plan
  - Developed a framework for e-Business initiatives including roles and responsibilities of Information Technology
  - Provided IT due diligence and transition support of corporate merger, acquisition, and divestiture activity including Volvo, Land Rover, Visteon, and Daewoo
- 1998-1999 **Director, Supply Chain Systems**
- Managed a global IT organization of over 600 professionals responsible for material planning, logistics, and purchasing systems
  - Developed an e-Business strategy for supply chain management
- 1997-1998 **Manager, Material Planning and Logistics Systems**
- Managed a global IT organization of 400 professionals responsible for material planning and logistics systems
  - Deployed the corporate ERP system, used in 60 North American plants, to Europe
  - Redesigned global transportation management processes and systems to reduce freight and logistics costs
- 1995-1997 **Director, North American Lending Systems**
- Managed an IT organization of 400 professionals responsible for systems supporting the North American Financial Operations
  - Supported the automotive retail and lease business as well as commercial lease, wholesale financing, and used vehicle resale
- 1992-1995 **Manager, Worldwide Purchasing Systems  
European Automotive Operations**
- Managed a global IT organization of 180 professionals responsible for systems support for production purchasing for European and North American operations, supporting an annual purchase of \$45 billion
  - Directed the expansion of the European Production Purchasing system to support the requirements of North America, with a total project cost of \$37 million over 3 years
- 1990-1992 **Manager, Computer Integrated Engineering and Manufacturing Systems  
North American Body & Assembly Operations**
- Managed a group of 50 engineers and analysts responsible for development of plant floor systems for 18 car and truck assembly plants and 9 stamping plants
- 1986-1990 **Supervisor, Manufacturing Management Systems**
- Directed the planning, development, and installation of the Preproduction and Bill of Material functions for material logistics system for over 50 automotive component manufacturing plants
  - Directed the planning, development, and installation of a common nonproduction stores requisitioning system and a common timekeeping and workorder system at 65 automotive plants
- 1985-1986 **Systems and Computer Planning Specialist**
- Led the IT team in the 45 person corporate activity representing all aspects of the business to develop advanced vehicle and manufacturing concepts

1981-1985     **Systems Development Specialist/Consultant, International Systems**  
• Developed the design of the Worldwide Engineering Releasing System to support the global product engineering activities

1970-1981     **Supervisor/Project Leader/Analyst/Programmer, Tractor Systems**  
• Directed the planning, development, and installation of a five year systems project for product development, finance, manufacturing, and sales in the US, Belgium, UK, and Brazil which resulted in an annual savings of \$4 million

**Education**

**University of Michigan/Rackham Graduate School**  
M. A. Management   1976-1981

**University of Michigan/College of Literature, Science, and Arts**  
B. A. Mathematics (Magna Cum Laude)   1966-1970

**Recognition**

- Top 50 Government CIO's, 2009, InformationWeek
- Public Official of the Year, 2005, *Governing Magazine*
- 100 Most Influential Women, *Crain's Detroit Business*
- 2005 list of "Top 50 People, Trends, Technologies, Innovations and Projects in Government You Should Know" by *VARBusiness Magazine*
- Top 25 "Doers, Dreamers, and Drivers" list by *Government Technology Magazine* along with Governor Jennifer Granholm
- "Top Michigan Women in Computing" award

**Organizations/Commissions**

- Past President, National Association of State Chief Information Officers
- Practitioner chair, Harvard Policy Group, Kennedy School of Government, Harvard University
- Junior Achievement Board, Sacramento
- Discovery Museum Board, Sacramento

**Robert S. Taylor**

(b)(6)

(b)(6)

**Professional Experience:** Of Counsel, Bingham McCutchen (2007 - )  
Law Office of Robert S. Taylor (2002 - 2007)  
Deputy General Counsel (Environment & Installations), Department of Defense (May, 1995 - December 31, 2001), and Consultant to Department of Defense (January, 2002)  
Member, Swidler and Berlin, Chartered (1983 - May, 1995)  
Associate, Swidler, Berlin, and Strelow (1982 - 1983)  
Associate, Leva, Hawes, Symington, Martin & Oppenheimer (1976 - 1982)  
Law clerk to the Honorable Francis Van Dusen, United States Court of Appeals for the Third Circuit (1975-1976)

**Professional Honors:** Bronze Palm to the Department of Defense Medal for Distinguished Public Service (2002)  
Department of Defense Medal for Distinguished Public Service (2000)  
Office of Secretary of Defense Award for Outstanding Achievement (1997)

**Sample Representations:** Served as a member of a Defense Science Board Panel on Defense Energy Strategy

Represent Fortune 100 companies on various regulatory matters under the Clean Air Act.

Assist member of USCAP (United States Climate Act Partnership) in the formulation and evaluation of climate change legislative proposals.

Represented the Alliance of Automobile Manufacturers seeking EPA reconsideration of the Iron and Steel Foundry NESHAP rule. Based on our efforts, EPA has agreed to propose amendments to the rule addressing the client's principal concerns

Provided counsel and legal advice to the most senior leadership of the Department of Defense, including the leadership of the Military Departments as well as senior professional program managers, as the senior environmental lawyer, energy, and installations/real property lawyer within the Department

Led the resolution of every significant legal issue concerning environment, installations, facilities, energy and real property law within the Department of Defense from 1995 through the end of 2001

Represented the Department of Defense and Military Departments in numerous negotiations with the Department of Justice, the Environmental Protection Agency, the Department of the Interior, the Office of Management and Budget, the Council on Environmental Quality, and other Executive Branch agencies concerning such matters as Superfund liability, withdrawal of public lands for military purposes, application of the Endangered Species Act, the promulgation of rules under the Toxic Substances Control Act, the application of the National Environmental Policy Act, and many other matters

Reviewed and drafted the Department of Defense's legislative programs in the areas of environment, energy and installations, and served as an advocate of the legislative proposals with Congressional staff

Provided legal advice to the Office of the Secretary of Defense and to the Military Departments concerning implementation of the recommendations of the Base Closure and Realignment Commission (the "BRAC" Commission); drafted and reviewed the Department's policies on implementation of base closure and realignment decisions; drafted the Department's legislative proposals in the base closure area

Drafted two requests for "fundamentally different factor" variances from effluent limitation guidelines issued under the Clean Water Act; both requests led to regulatory changes providing the requested relief

Assisted in the preparation of the only successful petition for the administrative removal of a substance from the list of "hazardous air pollutants" contained in the Clean Air Act

**Education:**

Harvard Law School (J.D., *cum laude*, 1975)  
Member, Harvard Law Review, volumes 87-88  
Harvard College (A.B., *cum laude*, 1972)

**Bar Memberships:**

District of Columbia, 1975  
United States Courts of Appeals for the First, Third, Fifth, and D.C. Circuits  
United States Supreme Court



Tammy E. Thomas

(b)(6)

COLONEL, US AIR FORCE (RETIRED) (DISABLED VETERAN)

SECURITY CLEARANCE: ACTIVE TOP SECRET CLEARANCE/SCIENCE

APPLYING FOR: Positions within the Office of the Secretary of Defense (OSD), Veterans Administration (VA), Corporation for National and Community Service, and Secretary of the Air Force (SECAF). The positions are:

- Principal Deputy Under Secretary of Defense for Personnel and Readiness (OSD),
- Executive Director Employer Support of the Guard and Reserves, Defense Human Resources Activity (OSI),
- Inspector General (VA) Deputy Under Secretary for Memorial Affairs Management National Cemetery Administration (VA)
- Deputy Assistant Secretary for Human Resources (VA), Inspector General (Corporation for National and Community Service),
- Director Department of Defense Education Activity (OSD)
- Deputy Assistant Secretary for Force Management and Integration (SECAF)

**PROFESSIONAL PROFILE:**

I am a Senior Executive Leader with tons of Corporate and Federal Human Capital Management experience. Noted in the Department of Defense and Corporate Sectors as Subject Matter Expert (SME) and Luminary on organizational strategic planning, personnel management, contract management, wartime readiness, security operations, organizational solutions, transformation and policy guru. An exceptional leader, mentor, program manager and diplomat with a broad knowledge of human resources, security operations, resource management, mass media and base infrastructure on federal and foreign military installations.

Tommy T. Thomas

**RELEVANT EXPERIENCE:**

Led, mentored, and developed large groups of personnel, establishing highest levels of mission results and success, creating team synergy, building team commitment and maximizing team strengths. I have built a reputation for reorganizing operations, maximizing efficiency and minimizing costs. My wealth of experience includes the following:

Human resources management/recruiting/retention  
Personnel and compensation program development  
Strategic planning and resource/asset management  
Program development/implementation/ system integration  
Investigation management and findings evaluation  
Customer service/resolution management

*What Senior Government Officials have said...Number One Officer in the wing or organization, brilliant at fixing problems and knows how to propel people and organizations to achieve at higher levels with higher standards. The epitome of leader, manager, integrity, commitment, and professional in any task or endeavor he is associated.*

**SELECTED ACCOMPLISHMENTS:**

- Subject matter expert in the BearingPoint Defense Sector providing strategic guidance on Human Capital Matters, National Security, DoD, Federal and State issues to help agencies improve their performance, accountability and policies.
- Over 26 years as US Air Force officer, leading and mentoring large organizations. Proven ability to blend team-oriented leadership with strict accountability for results.
- Developed a cultural change strategy for the U.S. Air Force Academy, following allegations of repeated sexual harassment and assaults. Advocated forceful leadership, guiding senior Air Force leaders in these interventions.
- Initiated and led the first Air Force-wide Recruiting and Retention Summit, resulting in 210 initiatives later adopted by the Secretary of the Air Force and Chief of Staff, Air Force, in resolving major recruiting and retention problems.
- Initiated and negotiated a \$355M Air Force recruiting contract with a new marketing firm—saving \$150M for the Air Force over a five-year period.
- Masterminded, conceptualized and implemented the first ever “Integrated Base Defense Plan—later adopted by the Air Mobility Command as a model for the entire US Air Force enhancing base security and readiness and protecting nearly 40,000 base workforce and residents and \$11.7 billion in assets in support of Homeland Defense.
- Managed cradle to grave operations in the establishment and set up of a contingency base with a full infrastructure supporting 28 locations in 12 countries throughout Central and Southwest Asia. Efforts received the “most outstanding unit award with Valor” and were recognized as the best base in the Theater of Operations.
- For outstanding efforts working side-by-side the Prince of Sultan Oman and the United States Ambassador to Oman in the development and implementation of

Tommy T. Thomas

internal security measures and for negotiating 40 plus security initiatives, breaking a ten-year cultural barrier, received commendation as a Model Diplomat and World-Class Statesman for the United States Air Force.

- Created a cohesive Human Resources organization as the United States Air Force National Capital Region Director of Personnel. Restructured the Personnel Directorate, reassigned personnel, and revived dormant personnel programs – improving team commitment and maximizing support and service to the White House and higher-level government and military organizations.
- Acknowledged for achieving the highest evaluation ever in base history for the Management Effectiveness Inspection at McChord Air Force Base, yielding 32 out of 39 excellent and outstanding ratings.
- Represented the Air Force in front of congressional leaders to negotiate improved military personnel policies and procedures.

*What Senior Government Officials have said “...the absolute best we have....warrior commander....savvy negotiator....world-class manager...superstar in most complex and sensitive personnel activity in AF ....pacesetter....AF genius on DESERT STORM Stop Loss policy—other services followed—President and SecDef approved....” (from official Evaluations)*

Consistent successes as advocate, liaison, negotiator and exemplary organizational leader are his trademarks. Solid professional preparation. Proven ability to direct programs and resources—and deliver outstanding results.

## RESULT

- Broke a 10-year logjam, working with Prince of Sultan Oman and U.S. Ambassador to Oman—securing authority for US Air Force to operate a major military base in Oman with fly-over rights, immediately prior to combat in Afghanistan and Iraq.
- Managed a \$134M construction project at McChord Air Force Base from inception to completion. Project was successfully completed three months ahead of schedule.

## SENIOR EXECUTIVE DIRECTOR HUMAN CAPITAL STRATEGY BEARINGPOINT MANAGEMENT AND TECHNOLOGY CONSULTING FIRM

Executive Strategic hire in the Public Services practice of BearingPoint Defense Sector a 500 Million dollar line of business where he provides a senior strategic perspective and consultative guidance on Human Capital Management and Department of Defense related issues. He provides guidance on BearingPoint core Human Capital Management solutions model to align, build, equip and enable organizations to critically align their workforce strategically with their missions and instill a result driven workforce. Provide agency leaders a Human Capital Management roadmap to deploy human capital strategy as a link to their business goals through Organizational Design, Workforce Transformation, Human Resource Optimization and Workforce planning. Provided comprehensive guidance on business development, market capture, and branding.

## RESULT

- **Obtained two Human Capital contracts in the Office of the Secretary of Defense for Personnel and Readiness totaling \$7.5 Million. The contracts includes program management of the Congressionally mandated Sexual Assault and Prevention Response Office and total management of the Equal Opportunity and Diversity Management OutReach Cell Initiatives to better recruit and maintain a diverse workforce in DoD..**
- **Served as a strategic advisor to the BearingPoint Human Capital Solutions teams in the development of a business vision where a comprehensive mobilization plan was instituted for DCIPS and conducted human resources data analyses on duty titles, series and grades as related to NSPS job structures and pay bands.**
- **Collaborated with several federal agencies to implement sustainable and effective compliance programs.**

## SENIOR INVESTIGATOR FOR GENERALS AND SENIOR EXECUTIVE SERVICE OFFICIALS

**Initiated and pursued investigations of allegations of misconduct against Air Force general officers, senior civilians, and Presidential appointees, as directed by the Secretary of the Air Force, Chief of Staff of the Air Force, and the Air Force Inspector General.**

## RESULT

- **Coordinated investigative resources and activities by Major Commands, FOA, DRU, and Air Staff organizations to ensure that investigations were being conducted efficiently and effectively.**
- **Conducted one of the most complex and sensitive investigations ever conducted by the Inspector General's office: allegations that cases of sexual harassment and sexual assault at the U.S. Air Force Academy had not been properly or effectively pursued within the Academy—leading to a culture of denial and disrespect in the Academy and its relations with women cadets.**

**Prepared and presented reports of investigations to the Secretary and Chief of Staff of the Air Force and the Department of Defense**

## RESULT

- **Played a major role in convincing senior Air Force leaders that forceful intervention in the structure and culture of the U.S. Air Force Academy was required, in the wake of repeated allegations of sexual assaults and rapes, some of these allegations decades-old.**
- **Worked closely with the Secretary of the Air Force and Chief of Staff and their representatives to develop an intervention strategy that would effectively address the culture of “hear no evil, see no evil” at the Academy, particularly at the upper level of its leadership structure.**
- **Developed a proactive strategy, by which some senior Academy leaders were replaced and the entire leadership and cadet wing were engaged in an intensive**

Tommy T. Thomas

**Academy-wide process of education and sensitization to the seriousness of sexual harassment and assault as a problem that has to be addressed effectively at all levels of the Academy's organizational structure and culture.**

## **RESULT**

*What Senior Government Officials have said Recipient, Legion of Merit (First Oak Leaf Cluster). Praised for "superb ability to conduct difficult, complex Inspector General investigations....consistently produced accurate results...recognized expert in working the most difficult cases ....his direction and advice to the senior official investigating officers during the very volatile Air Force Academy sexual assault investigations were of paramount importance in arriving at solid answers...." (from official Evaluations)*

## **COMMANDER**

**62<sup>nd</sup> Mission Support Group — 62<sup>nd</sup> Airlift Wing  
McChord AFB — WA**

**Commanded a \$38.7M budget and civilian payroll, and 3,000+ personnel comprising the largest of four groups in the Wing, supporting 13,000+ military and civilian personnel, 124 housing and facility units, 26,000 retirees and dependents.**

## **RESULT**

- **Directed the ongoing and shifting work priorities and functional focus of nine squadrons: Aerial Port, Civil Engineers, Contracting, Communications, Civilian and Military Personnel, Security Forces, Services Morale and Welfare, Supply Logistics Readiness and Transportation.**
- **Supported two Wings and various Air Combat Command units, including the Western Air Defense Sector.**
- **Established a new Base in OMAN by directing construction of facilities, contract negotiation for local support through the acquisition of supplies, equipment, and anti-terrorism security measures impacting over 10,000 deployed personnel while executing the United States national security objectives.**

**Directed high-stakes, high-profile projects in support of the Global War on Terrorism (GWOT). Led series initiatives at McChord Air Force Base, Southwest Asia and Oman.**

## **RESULT**

- **Deployed to Seeb North Air Base, Oman, provided direct mission support for U.S. and Coalition efforts in Afghanistan and Iraq.**
- **Successfully negotiated approval to install state-of-the-art mobile perimeter intrusion detection system and over 40 other security initiatives with Oman's most senior military officials.**
- **Successfully ended a 10-year logjam in obtaining approval from the Government of Oman to enable the U.S. to establish a direct combat support base in Oman, with fly-over rights to Afghanistan and Iraq.**

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- Successfully negotiated joint training with the Royal Oman Air Force, with explosive ordnance demolition technicians and firefighters.
- Recipient of the Outstanding Unit Award with Valor—praised as running the “best base in Southwest Asia

#### EVALUATION OF PERFORMANCE

*What Senior Government Officials have said “...truly exceptional...tremendous record of success...phenomenal group commander...won AMC's Curtis E. LeMay award for Best Services Squadron in 2001...led AMC's #1 Personnel Reliability Program, 1 of only 2 bases in the AF with zero deficiencies in 5+ years...excels in any environment...masterminded first-ever Air Base Battle Plan protecting people and \$1.7B in aircraft/resources...negotiated 40-plus security initiatives with Oman's Senior Military officials; broke 10-year cultural barrier...” (from official Evaluations)*

#### ASSISTANT DEPUTY FOR MILITARY PERSONNEL

Office of the Deputy Assistant Secretary of the Air Force for Force Management and Personnel

Supervisor:

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Primary policy and program advisor to the Deputy Assistant Secretary regarding all matters related to military personnel, quality of life, readiness, support, and force structure programs. Evaluated compliance, functionality, and performance of existing policies, plans, and programs supporting military and civilian personnel recruiting, training, promotion, and retention operations. Developed new systems, improving program and organizational effectiveness, as well as securing mission readiness. Facilitated appellate functions, policy-making forums, developed congressional testimony, legislative proposals, and policy statements on major defense programs.

#### RESULTS

- Conducted analyses and formulated specific policy recommendations and statements on recruitment, training, promotions, assignments, retirements, OPSTEMPO, and retention programs. Developed positions and action plans for force structure and resource allocation decisions.
- Represented the Assistant Secretary in DoD, Joint, Secretary of the Air Force (SAF), and Air Staff policy-making forums and decision groups. Developed congressional testimony, legislative proposals, posture and policy statements on major Defense and Air Force programs and proposed initiatives.
- Initiated and led first-ever Air Force-wide Recruiting and Retention Summit meeting to develop a personnel strategy plan to meet congressional mandated end strength recruiting goals which resulted in 210 actionable initiatives that impacted the ability of the Air Force to recruit and retain talented officers and enlisted personnel.

#### EVALUATION OF PERFORMANCE

*What Senior Government Officials have said “...outstanding leader and performer...a real pro...natural leader...skillfully worked with OSD...powerful negotiator...cornerstone in use of our toughest and diverse divisions...takes on tough issues and will excel anywhere...” (from official Evaluations)*

Tommy T. Thomas

**DIRECTOR OF PERSONNEL**  
**HQ, 11<sup>th</sup> Wing — Bolling AFB**  
**Washington, DC**

**Directed all military personnel actions for over 24,000 Air Force personnel assigned to the National Capital Region and over 500 Worldwide locations who were responsible for providing support to the White House, Office of the Secretary of Defense, Joint Chiefs of Staff and other Air Force Elements.**

**RESULT**

- **Provided policy guidance for customers on officer and enlisted evaluation systems, promotions, separations and retirements, quality force, readiness, awards and decorations, Professional Military Education and other professional training.**
- **Developed a new Personnel Strategic Plan for the Wing and led Civilian Personnel and Military Personnel under the Director of Personnel for the National Capital Region at Bolling Air Force Base**
- **Developed a new marketing strategy to recruit the most talented personnel to the 11th Wing.**

**EVALUATION OF PERFORMANCE**

*What Senior Government Officials have said “...visionary thinker—cogently produced Personnel Strategic Plan....outstanding document ....catalyst behind DP’s marketing plan supporting wing’s strategic objective to recruit the best talent to the 11th Wing....senior leadership approved plan....personnel postured for 21st century....hallmark leader....flawless performance....” (from official Evaluations)*

**COMMANDER**

**92<sup>nd</sup> Mission Support Squadron**

**Commanded a 280-person unit and managed an operating budget of \$1.3M and all programs providing support to 22,800 personnel, family members, and retirees.**

**EVALUATION OF PERFORMANCE**

*What Senior Government Officials have said “...outstanding performance as Chair of wing Disaster Control Group during critical hours following hospital shooting and a class A mishap....hard-charging negotiator....masterfully worked the FY94/95 civilian drawdown with zero RIF actions and minimal impact....superb contribution....top one percent in every aspect of the AF....his unit received six ‘Excellent’ ratings out of six major categories....natural leader....” (from official Evaluations)*

**Tommy T. Thomas**

**EDUCATION — ADVANCED PROFESSIONAL TRAINING**

**MS, National Resource Strategy  
National Defense University — 1999**

**MA, Mass Communications  
University of Wisconsin-Superior — 1981**

**Yale University- Senior Executive Leadership Course 2008**

**REFERENCES**

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Christine E. Wormuth

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## EXPERIENCE

### Senior Fellow, International Security Program

Center for Strategic and International Studies (December 2004-present)

#### Defense Studies and Publications

- Lead investigator for new CSIS study examining how to redesign U.S. military's officer corps for future challenges
- Co-Author, CSIS report on "The Future of U.S. Civil Affairs Forces," February 2009
- Contributing author, CSIS study on "Transitioning Defense Organizational Initiatives," November 2008
- Staff Director and principal report author, *Independence Commission on the Security Forces of Iraq* ("the Jones Commission"), Summer 2007
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, an 18-month study outlining more than 40 recommendations for sizing and shaping the National Guard and Reserves in the 21<sup>st</sup> century
  - Testified before the Commission on the National Guard and Reserves, June 2006
  - Hosted major CSIS conference to debate recommendations of the Commission on the National Guard and Reserves, April 2008
- Member, Defense Science Board Task Force on the Role of the National Guard and Reserves in the global war on terrorism (October 2006-April 2007)
- "Transformation of the Reserve Component: Opportunity for Real Change," *Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century*, U.S. Army War College, 2007
- "Total Force Policy: The Sequel," *The Future of the Citizen Soldier, Conference Proceedings*, The Century Foundation and the Virginia Military Institute, October 2007

#### Homeland Security Studies and Publications

- Author of June 2008 CSIS report, *Managing the Next Domestic Catastrophe: Ready (Or Not?)*, a major study making more than 20 recommendations designed to achieve greater parity of effort in responding to catastrophes inside the United States
  - Study includes examination of the role of the National Guard in homeland security
  - Testified before House Homeland Security Committee, June 2008
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, including a chapter and recommendations on the role of the Guard and Reserves in homeland defense and civil support
- Contributing author, Beyond Goldwater-Nichols Phase 2 project, June 2005
  - Authored chapter on "Elevating and Strengthening Homeland Security Policy"
- "The Next Catastrophe: Ready or Not?" *The Washington Quarterly*, January 2009 issue
- "Stronger Together: Merging the Homeland Security Council and the National Security Council," *The Journal of Homeland Security Affairs*, January 2009
- "Is a Goldwater-Nichols Act Needed for Homeland Security?" *Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century*, U.S. Army War College, 2007
- "Rethinking the National Guard and Homeland Defense," CSIS white paper, March 2007
- Testified on "Structuring National Security and Homeland Security in the White House," Senate Homeland Security and Government Affairs Committee, February 2009
- Testified on the DHS Quadrennial Homeland Security Review, House Subcommittee on Management, Oversight and Investigations, Committee on Homeland Security, July 2008
- Testified on "Homeland Security Risk Assessments" before the House Subcommittee on Intelligence, Information Sharing, and Terrorism Risk Assessment, Committee on Homeland Security, November 2005

#### Media Appearances and Conferences

- Frequent speaker on National Guard, Reserve component, defense and homeland security issues at a wide range of conferences, panels, task forces

- Quoted in *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal*, *US News & World Report*, *USA Today*, *The Baltimore Sun*, *The Houston Chronicle* and many other newspapers
- Appearances on ABC News, NBC News, CBS News, CNN, MSNBC, CBC and several other cable news channels

#### **Principal, DFI Government Services**

DFI International (April 2002-December 2004)

- Client area manager for over \$2 million annually in homeland security and defense policy contracts
- Managed staff of 15-20; participated as senior manager in strategic planning and business development efforts
- Project manager for a diverse range of clients, including OSD, NORTHCOM, DHS Preparedness Directorate, DHS Science & Technology Directorate, and the Memorial Institute for the Prevention of Terrorism
- Analytic studies included:
  - Development of a risk assessment methodology for homeland security, application of methodology to evaluate then-proposed 15 National Planning Scenarios
  - Examination of current and future roles and missions for federal agencies involved in homeland security
  - Independent analysis of the Target Capabilities List
  - Development of "attack trees" as analytical tools for use with the National Planning Scenario prologues
  - Analytical support to the development of the Joint Operating Concept for Homeland Security version 1.0

#### **Country Director for France, Belgium, Netherlands & Luxembourg, Office of European Policy**

Department of Defense, OASD for International Security Policy (September 2001-March 2002)

- Coordinated DoD interactions with France and the BENELUX countries in the wake of the September 11 attacks
- Recognized by French Ambassador François Bujon de l'Estang for playing a central role in ensuring French diplomatic access to French citizens held at Guantanamo Bay

#### **Special Assistant to the Under Secretary of Defense for Policy for Programs and Legislation**

Department of Defense, Office of Under Secretary of Defense for Policy (March 2000– June 2001)

- Served as central coordinator for Policy legislative programs; worked extensively with Comptroller, General Counsel and congressional staff on annual defense authorization and appropriations bills
- Represented Office of the Under Secretary for Policy during the internal DoD program and budget process; developed strategy to ensure Policy programs such as the Cooperative Threat Reduction program and special operations programs were sufficiently funded throughout five-year defense plan

#### **Senior Assistant for Strategy Development, Strategy Office**

Department of Defense, OASD for Strategy and Threat Reduction (January 1998-February 2000)

- Wrote the Reserve Component Employment Study 2005 final report
- Led the European Posture Review, a DoD-wide study examining the future of US military presence in Europe
- Wrote and coordinated chapters of various strategic guidance documents such as the National Security Strategy, the Defense Planning Guidance, the Annual Report to Congress and the 1997 Quadrennial Defense Review

**Presidential Management Intern, Office of the Secretary of Defense** (January 1996-December 1997)

**Senior Research Assistant, The Henry L. Stimson Center** (January 1995-December 1995)

**Policy Analyst, Alliance for International Educational & Cultural Exchange** (April 1994-January 1995)

**Professional Staff Member, Europe and Middle East Subcommittee**

House Foreign Affairs Committee, U.S. House of Representatives (July 1993-April 1994)

## **EDUCATION**

**School of Public Affairs, University of Maryland, College Park, Maryland**

*Masters of Public Policy*, August 1995, specialized in international economic and security policy

**Williams College, Williamstown, Massachusetts**

*Bachelor of Arts cum laude* in political science and fine arts, 1991

- Attended *L'Institute d'Etudes Politiques* in Paris, 1989-1990

## JAMES JOYE TOWNSEND JR.

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### EXPERIENCE HIGHLIGHTS

- Over 25 years experience in government, non-profit work and academia.
- Respected authority on transatlantic relations; well known in US and European defense and foreign policy circles, at NATO and in the EU.
- At DoD, helped shape post-Cold War Europe by managing annual \$100 billion assistance program to prepare former Warsaw Pact militaries for NATO membership.

### EMPLOYMENT HISTORY

#### The Atlantic Council of the United States 2006 - Present

- Vice President and Director of the Program on International Security

Inherited business unit in deep deficit; set new record by bringing it to solvency within one year by attracting eleven new industry and government funders.

Under the Chairmanship of General James L. Jones, built a Strategic Advisors Group of leading US and European security experts to provide policy recommendations on transatlantic security issues, such as rebuilding Afghanistan and reforming transatlantic institutions, especially NATO.

Re-energized The Atlantic Council by launching high profile conferences on critical security issues of the day, including US relations with Russia, missile defense, and operations in Afghanistan and the Baltics.

Developed a strategic outreach program featuring important new talks, such as CECS/COM commander General David Petraeus, CIA Director Hamdory, Under Secretary of State Nick Burns, to provide their views on US policy to a widespread Washington audience outside the USG.

#### Office of the Secretary of Defense 2002 - 2006

- Principal Director, European and NATO Policy
- Director of NATO Policy

Negotiated European participation in NATO and coalition operations in Afghanistan and Iraq; used new funding and support programs to ensure European partners had the military equipment and training required to deploy and operate in-theater.

Developed significant initiatives for the NATO Summit s in Prague, Istanbul and Riga to improve Alliance military capability, including the NATO Response Force and a streamlined

NATO command structure.

Calling on long-standing relationships, worked closely with colleagues throughout Europe to improve bilateral communications and devise initiatives to shore up US relations with Allies and Partners weakened by the war in Iraq, with a particular focus on US-German and US-French military relations.

### **US Mission to NATO**

**1998 - 2002**

- Director, Defense Plans Division

Used winning negotiating skills to strengthen the Alliance stance against terrorism, to begin work on missile defense and to implement force goals that moved Allied forces from a static posture to become more deployable for missions outside Europe.

Led the implementation at NATO of the Defense Capabilities Initiative, which identified and developed solutions for Alliance capability shortfalls; worked with Allies to reform national force structures, and worked closely with the new Allies to improve their interoperability with NATO.

### **Office of the Secretary of Defense**

**1990 - 1998**

- Deputy Director, European Policy
- Country Director, Northern Europe

Implemented an annual \$100M funding program (the "Warsaw Initiative") to get Partnership for Peace (PFP) members ready for NATO membership.

Developed and funded dozens of creative DoD programs to improve interoperability with PFP partners, such as: upgrading air traffic management capabilities, establishing Partner computer links to NATO, and assisting Partner Ministries of Defense with planning and budgeting.

### **Defense Security Cooperation Agency**

**1983 - 1990**

- Office of the Comptroller
- Operations Division

Conceived and implemented with Bankers Trust an FMS debt refinancing program which, by refinancing the interest rates on older, high interest US guaranteed loans, reduced by millions the debt burden of US arms sales customers who financed their purchases by borrowing from the US Government.

Worked in all aspects of the financial side of US arms sales, including developing creative financing packages to fund arms sales, putting together "cash flow" financing for large purchases, managing the FMS credit and grant program, dealing with debt repayment problems.

With US industry, spearheaded efforts to market and sell US military equipment in Europe, including F-16s to Portugal, F-18s to Finland, and naval systems to Spain.

## **ADDITIONAL WORK EXPERIENCE**

- Office of Congressman Charles E. Bennett (D/FL)
- Department of State, Bureau of International Organization Affairs
- Arms Control and Disarmament Agency - worked on START and INF issues
- Direct Commission, US Navy Reserve - specialty in air intelligence
- Adjunct Professor of International Relations at the American University

## **EDUCATION**

**Duke University**, B.A. in History and Political Science (1979), with honors

**Johns Hopkins SAIS**, M.A. in International Economics and US Foreign Policy (1982)

## **HONORS**

- Appointed to Senior Executive Service in 1998
- Presidential Rank Award (Meritorious Executive)
- The Secretary of Defense Meritorious Civilian Service Award
- Office of the Secretary of Defense Exceptional Civilian Service Award (twice)
- US Army Superior Civilian Service Award
- The Office of the Secretary of Defense Award for Excellence

References and additional information provided upon request.

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**Celeste A. Wallander**

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**Employment**

**American University, Washington, DC**

Associate Professor, School of International Service

January 2004-present

- Teaching courses on international relations, international security and conflict, international security institutions, the geopolitics of energy in Eurasia, foreign and security relations to Russia/Eurasia

Executive Director, Eurasian Strategy Project/Program on New Approaches to Russian Security

July 1997-present

- founder of institutional network of the leading scholars/analysts in the US and Russia (focus on security affairs). Founded at Harvard, operated at the Council on Foreign Relations, the Center for Strategic and International Studies, and Georgetown University
- Raised \$5-million in foundation support (Carnegie Corporation of New York and MacArthur Foundation); managed budgets and financial reporting
- Organized annual conferences and periodic workshops in Washington DC, various American University cities (Russia, Ukraine, and Georgia)
- Supervised membership of 70 plus experts
- Editor of policy memorandums with 470+ publications on issues covering arms control, conventional military, NATO and European security institutions, transnational threats, foreign policy and bilateral relations in the region, economic and business development, and domestic politics throughout Eurasia

**Georgetown University, Washington, DC**

Visiting Associate Professor, School of Foreign Service

March 2006-December 2009

- Teaching courses on international relations, international security, international security institutions and conflicts, the geopolitics of energy in Eurasia, foreign and security relations to Russia/Eurasia

**Center for Strategic and International Studies, Wash DC**

July 2001-July 2006

Director and Senior Fellow, Russia and Eurasia Program

- Original staff managed research and administrative staff for policy analysis on Russia and Eurasia, built a 2-person program into one of Washington's most comprehensive and active policy centers with a staff of up to 20 scholars, practitioners, and junior staff
- Raised and managed a program budget of \$1 million annually (from foundations, corporations, and U.S. government)
- Concepted and directed regular and periodic seminars and conferences on multiple issues in Russia and Eurasia, worked with other regional and issues based programs (CSIS's complementary research and meetings)
- Served as analyst for media, U.S. government agencies, congressional staff, and communities, NGOs, and policy institutes in the U.S., Europe, and Eurasia
- Published scholarly and public policy books, articles, reports, and op eds

**Council on Foreign Relations, Washington, DC**

July 2000-June 2001

Senior Fellow, Europe Studies

- Conducted research on the economic bases for Russian national security policy, Russia-Russia relations, and U.S.-Russian relations
- Served as analyst for media, U.S. government agencies, congressional staff and committees, NGOs, and policy institutes in the U.S., Europe, and Eurasia
- Published scholarly and public policy books, articles, reports, and op eds

**Harvard University**, Cambridge MA July 1989-June 2000  
Associate Professor (1995-2000) and Assistant Professor (1989-1995), Department of Government

- Taught courses on international relations, international security, conflict and security studies, international security institutions, foreign and security relations in Russia/Eurasia
- Served on university and department committees; advised undergraduate, MA, and Ph.D. students; supervised theses at all student levels; advised visiting scholars
- Published scholarly and books, articles, as well as related public policy analysis

#### **Education**

**Yale University**, New Haven CT September 1983-May 1990  
Ph.D. in Political Science (1990)

- Dissertation title: *"Use of Force and the Economy of Power: Soviet Behavior in International Crises"*

M.Phil. (1986) and M.A. (1985) in Political Science

**Northwestern University**, Evanston Illinois September 1980-June 1983  
B.A. in Political Science, summa cum laude (1983)

**Reed College**, Portland OR September 1979-June 1980  
Liberal education courses; transferred to Northwestern University

#### **Campaign Policy Experience, Obama for America**

Foreign Policy Committee Member February 2007 – November 2008  
Russia/Eurasia and Europe Teams

- With team leads, wrote and updated original policy background papers
- Contributed to original debate prep and Q&A; updated throughout campaign
- Drafted and edited with team lead the "Fact Sheet" on Russia/Eurasia; contributed on Europe
- Drafted and edited press statements as needed with team lead, including series of statements on Russia-Georgia crisis in August-September 2008
- Wrote, edited, and submitted daily press background Q&As on Russia/Eurasia in coordination with team lead, including clearance coordination with other committee teams; contributed to Europe daily press background Q&As; served on NATO daily press guidance team
- Drafted, edited, and contributed to other materials as requirements arose during primary and general election
- Served as surrogate on Russia and Ukraine as requested; speeches on Obama Russia/Eurasia policy

#### **Congressional Testimony and briefings**

- Testimony for the hearing "Looking Forward to the Medvedev Administration in Russia," U.S. Commission on Security and Cooperation in Europe, United States Congress, 8 May 2008
- Guest Speaker, "What the 'New' Russian Leadership Means for U.S. Policy," Aspen Congressional Breakfast program, 3 April 2008
- Testimony for the hearing "Freedom Denied: Belarus on the Eve of the Elections," before the United States Helsinki Commission, U.S. Congress, 9 March 2006.
- Testimony for the hearing "U.S. Policy Toward Russia," before the Senate Foreign Relations Committee, U.S. Congress, 21 June 2005
- Testimony for the hearing "Developments in U.S.-Russian Relations," before the House Subcommittee on Europe and Emerging Threats, U.S. Congress, 9 March 2005.
- Testimony for the hearing "Russia's Policies Toward the Axis of Evil: Money and Geopolitics in Iraq and Iran," House Committee on International Relations, U.S. Congress, 26 February 2003
- Testimony on Russian foreign policy in Asia, Subcommittee on East Asia and the Pacific, House International Relations Committee, 15 November 2001

### Selected Professional Service, Memberships, and Honors

- Member of the Editorial Board, *The Washington Quarterly*, 2006-
- Chair, Russian-Ukrainian Relations Task Force of the U.S.-EU Partnership Committee, Center for Strategic and International Studies, 2006-
- Consultant, U.S. Policy Toward Eurasia Initiative of the Carnegie Corporation of New York, 2006-8
- Member, U.S.-Russian Working Group against HIV/AIDS, East-West Institute, 2003
- Member, Council on Foreign Relations
- Trustee Fellow, Center for Strategic and International Studies, 2003-2005
- Visiting Scholar, Freie Universität, Berlin, 1996
- German Marshall Fund Fellowship for Study of Germany by Younger U.S. Scholars, 1992
- Visiting Scholar, die Deutsche Gesellschaft für Auswärtige Politik, Bonn Germany, 1992
- Social Science Research Council/MacArthur Foundation Program in International Peace and Security Studies Fellowship, 1987-1989
- National Science Foundation Graduate Fellowship, 1984-1987
- Phi Beta Kappa, 1983

### Selected Publications

- *Russia Watch: Essays in Honor of George Kolt* (with Eugene Rumer). Washington DC: CSIS Press, 2007.
- *Swords and Sustenance: The Economics of Security in Belarus and Ukraine* (with Robert Legvold). Cambridge: The MIT Press, 2004.
- *Mortal Friends, Best Enemies: German-Russian Cooperation after the Cold War*. Ithaca: Cornell University Press, 1999.
- *Imperfect Unions: Security Institutions over Time and Space* (with Helga Haftendorn and Robert O. Keohane). Oxford: Oxford University Press, 1999.
- *The Sources of Russian Foreign Policy After the Cold War*. Boulder: Westview Press, 1996.
- "Russia: the Domestic Sources of a Less-than-Grand Strategy," in *Strategic Asia 2007-2008: Domestic Politics, Internal Change, and Grand Strategy*, edited by Ashley Tellis and Michael Willis, (Seattle WA: NBR, 2007)
- "Global Challenges and Russian Foreign Policy," in *Twenty-First Century Russian Foreign Policy and the Shadow of the Past*, edited by Robert Legvold (New York: Columbia University Press, 2007)
- "Russian Transimperialism and its Implications," *The Washington Quarterly*, Vol. 30, number 2 (Spring 2007), pp. 107-122.
- "Russian Politics and HIV/AIDS: the Institutional and Leadership Sources of an Inadequate Policy," in *HIV/AIDS in Eurasia*, edited by Judyth Twigg, (New York: Palgrave, 2007)
- "Suspended Animation: The U.S. and Russia after the G-8," *Current History* (October 2006), pp. 315-320.
- "How not to convert gas to power," *International Herald Tribune*, 6 January 2006.
- "Russian views on nonproliferation," *Policy Memo Series #371 (December 2005), Program on New Approaches to Russian Security*.
- "Ukraine's Election: The Role of One International NGO," Published in Russian by *Mezhdunarodnaya Zhizn* (April 2005), and in English and Ukrainian (May 2005).
- "NATO's Price," *Foreign Affairs*, Vol. 81, No. 6 (November-December 2002), pp. 2-8.
- "Institutional Assets and Adaptability: NATO after the Cold War," *International Organization*, Vol. 54, no. 4 (Autumn 2000), pp. 705-736.
- "Third-world conflict in Soviet military thought: does the 'new thinking' grow prematurely grey?" *World Politics*, Vol. 42 (October 1989), pp. 31-63.
- *The Geopolitics of Energy in Eurasia*, book manuscript

### Languages

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### References

Available upon request



# William F. Wechsler, CFA

(b)(6)

**CORPORATE EXPERIENCE** GREENWELL ASSOCIATES 2000-present  
*Managing Director:* Advise senior executives at the firm's institutional investment management clients on the U.S. and the U.K., including over a dozen of the world's leading asset managers. As Senior Leader, manage the firm's global market research and financial operations regarding our consulting practice. Also serve as the Portfolio Manager for our work outside the U.S. and for our research with investment consultants around the world. Promoted from Vice President to Principal in 2006; promoted to Managing Director in 2008.

**GOVERNMENT EXPERIENCE** DEPARTMENT OF THE TREASURY 1999-2001  
*Special Assistant to the Secretary:* Led interagency efforts to combat money laundering, both at home and abroad on behalf of Secretary Lawrence H. Summers. Oversee successful multilateral efforts to combat international money-laundering havens. Led the drafting and issuance of guidance to help U.S. financial institutions avoid transactions that may involve the proceeds of foreign official corruption. Led the drafting of the International Council Money Laundering Act, which became law as part of the USA PATRIOT Act.

THE WHITE HOUSE, NATIONAL SECURITY COUNCIL 1996-1999  
*Director, Transnational Threats:* Reporting to Richard A. Clarke, coordinated policies for the President and National Security Advisor, focusing on combating terrorist groups and criminal organizations. Chaired the working group to disrupt Osama bin Laden's financial network.  
*Director, Global Issues and Multilateral Affairs:* Focused on such issues as the reelection of the UN Secretary General, UN reform, UN peacekeeping missions, and nonconfrontant evacuation operations. Coordinated Presidential Decision Directives on political-military planning for complex contingencies, on managing international civilian police operations, and on defending American computer networks and critical infrastructures from information warfare.

DEPARTMENT OF DEFENSE 1994-1996  
*Special Assistant to the Chairman of the Joint Chiefs of Staff:* The lone civilian on the staff preparing staff reports, speeches, articles and testimony for General John M. Shalikarvili.  
*Special Assistant to the Assistant Secretary for International Security Affairs:* Served on the Plans and Analysis Group, a policy planning staff reporting to Joseph S. Nye, Jr.

**ACADEMIC EXPERIENCE** COLUMBIA UNIVERSITY 2000  
*Adjunct Lecturer:* Co-taught a graduate workshop at the School of International and Public Affairs that produced a technical analysis of the Saudi Arabian anti-money laundering regime.

**POLITICAL EXPERIENCE** Member, Council on Terrorism Policy Group, Barack Obama for President (2008); Member, Foreign Policy Advisory Group on Terrorism, Hillary Clinton for President (2007-8); Member, Homeland Security Policy Advisory Committee, Office of the Transition for Governor-Lieut. Gov. L. Spitzer (2006); Co-director, Terrorism Task Force, John Kerry for President (2004).

**EDUCATION** Columbia University, MPA (1993); Cornell University, BA (1991)

**HONORS AND MEMBERSHIPS** Awarded the Chartered Financial Analyst (CFA) designation (2004-present); Member, CFA Institute (2004-present); Member, Stamford CFA Society (2004-present); Member, Council on Foreign Relations (2002-present); Term Member, Council on Foreign Relations (1997-2002); Young Leaders Council, National Committee on United States-China Relations (2003, 2005); Young Leaders Program, French-American Foundation (2001); Department of the Treasury Meritorious Service Award (2000); Department of the Treasury Secretary's Certificate (2000); Manfred Wever Award for German-American Understanding (1997); Department of Defense Outstanding Achievement Award (1995)

**PUBLICATIONS** "Detecting the Trailblazers: A Blueprint for Action," a Century Foundation Report, chaired by R. Clarke with G. Aga, B. Cressay, S. Flynn, B. Mubley, L. Rosenthal, S. Simsin and L. Wolosky, 2004. "Update on the Global Campaign Against Terrorist Financing," report of a Council on Foreign Relations independent task force, co-director with L. Wolosky, chaired by M. Greenberg, 2004. "Dragged Down by Persians," with L. McNickle, *Financial Times*, 2/9/03. "Banking on Your Company's off(k) Shore," with L. McNickle, *Pensions & Investments*, 10/02. "Report of the Council on Foreign Relations Independent Task Force on Terrorist Financing," co-director with L. Wolosky; chaired by M. Greenberg, 2002. "Moscow Should Hand Over Fugitive Weapons Trafficker" with L. Wolosky, *Los Angeles Times*, 7/23/02. "Law in Order: Reconstructing U.S. National Security," *National Interest*, Spring 2002. "Pensioners Deserve Better" with B. Smith, *Financial Times*, 1/25/02. "Spragling the Hydra: Targeting Al-Qaeda's Finances" in *How Did This Happen? Terrorism and the New War*, edited by J. Hoag and G. Bose (Doubleday, 2001). "Terror's Money Trail," *New York Times*, 9/26/01. "Follow the Money," *Foreign Affairs*, July/August 2001.

PERSONAL

(b)(6)

Stephen P. Welby

(b)(6)



EXECUTIVE PROFILE

- Pragmatic, results oriented leader with extensive experience in high-technology aerospace and defense systems.
- Proven executive skills spanning the system development life-cycle including concept exploration, technology assessment, creative solution development, R&D program management, strategic planning, program planning, system acquisition, execution monitoring, organizational development and team building.
- Uniquely broad background in technology and program management including development of advanced aeronautical and space systems, high energy lasers, ground and maritime systems, robotics, advanced weapons, high-performance software, real-time signal and image processing, and military sensor systems.
- Excellent communication and public speaking skills.
- Over 20 years experience in cross-disciplinary technological product development. Significant experience with key executives in the U.S. Government, high technology, aerospace and defense sectors. Proven track record in launching new programs and leading organizations to create new products and new opportunities from initial concept through launch.

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PROFESSIONAL EXPERIENCE

2009 – Present                      Raytheon Missile Systems                      Tucson, Arizona  
*Deputy, Advanced Programs*

- Executive with responsibility for the Raytheon Missile Systems Advanced Programs product line, responsible for the development of advanced technology, pursuit of emerging weapon system concepts and pre-production development of new weapon systems in support of the Raytheon Land Combat, Naval Weapons Systems, Air to Air, Strike, Guided Projectiles and Unmanned Air Vehicle business areas.
- Engages with DoD and other government customers to identify emerging needs and requirements. Develops business and technology strategies, supports merger and acquisition activities, leads new program capture efforts and oversees pre-EMD development of new military systems for domestic and international markets.
- Directly manages 76 executive directors, program managers and professional staff supported by a matrixed engineering and technical support staff of over 750 personnel.
- Member of the Raytheon Missile Systems leadership team, supporting the company president in managing the \$5.4 B annual revenue Raytheon Missile Systems enterprise.

2008 – 2009                      Stephen Welby, Sole Proprietor                      Bethesda, Maryland  
*Aerospace and Defense Consultant*

- Conducted studies and assessments of emerging aerospace and defense technologies for government customers.



2004 – 2008

Defense Advanced Research Projects Agency

Arlington, Virginia

*Director and Deputy Director, Tactical Technology Office*

- Led the DARPA Tactical Technology Office, managing and directing selected basic and applied system and platform research and development projects for the US Department of Defense, pursuing advanced research and technology where risk and payoff are both very high and where success may provide dramatic advances in US military capabilities.
- Managed an annual research and development budget in excess of \$750M.
- Served as executive responsible for a diverse portfolio of major research and development programs focused on delivering breakthrough capabilities in ground and airborne air and sea platforms, space systems, novel weapons, and advanced tactical capabilities. Typical projects led to high-visibility demonstrations, rapid-decision system realizations or critical inputs on major defense plans and programs.
- Developed comprehensive research investment strategies, planned and executed high-payoff technology and system prototype development efforts. Directed, recruited and managed a staff of nationally recognized senior scientists and program managers. Managed concept development, program planning, technical execution, portfolio risk assessment, final execution and transition to service customers.
- Key project highlights:
  - *Orion* Program – Developed, launched and conducted an on-orbit LEO demonstration of a new satellite system demonstrating autonomous rendezvous, docking and space servicing. *MILEX* – Developed, launched and conducted an on-orbit GPS demonstration of first LEO autonomous technology demonstrators. *Falcon* – Developed and flight tested the first commercially developed housing for low cost space users. *CEC* (Close In-Flight) – Initiated a new & plane development effort to demonstrate efficient subsonic and supersonic flight. *Helpline* – Initiated a new airplane development effort for a high speed airplane with a super-critical-delta wing system. *Vulture* – Initiated a new X-plane development effort to demonstrate an ultra-long endurance high-altitude uncrewed aircraft. *ALB* – Developed and tested an uncrewed rotorcraft and established a new uncrewed helicopter endurance world record. *HTV* – Developed and flight tested the first Mach 6 cruise missile. *ICM* – Developed the first Mach 20 hypersonic autonomous glide vehicle. *Blackwell* – Initiated a \$750M joint effort with USAF to develop a Mach 6 capable aircraft. *Micro Air Vehicle* (MAV) – Developed and demonstrated a fixed wing, autonomous hovering MAV adopted by the US Army Joint Unmanned System and by the US Navy for USCG support. *REACT* (Rapidly Reconfigurable Autonomous Control) – Developed the first practical compact, portable, integrated diode pumped solid state laser weapons and *UP2* – Developed, fielded and demonstrated a 3000kg robotic combat vehicle integrating advanced perception and planning to conduct military missions in complex terrain.
- Provided advice and consulting support to senior military leadership and the Office of the Secretary of Defense on areas of technical expertise. Communicated agency and program objectives through contacts with print and television media and through frequent public speaking engagements.

2001 – 2004

Defense Advanced Research Projects Agency

Arlington, Virginia

*Acting Director and Deputy Director, Information Exploitation Office*

- Planned, staffed and led a new office at DARPA focused on research and development of sensor and information system technology and systems with application to battle space awareness, targeting, command and control, and information integration.
- Managed a research and development budget in excess of \$500M.
- Developed and led world class research and development programs exploring cutting edge opportunities in network-centric warfare, machine intelligence, spatial and RF energy simulation and modeling and advanced human-machine interfaces.
- Key project highlights:
  - *CPOF* – Developed, launched and fielded a distributed, collaborative command and control system adopted by the US Army as the principal C2 core of Operation Enduring Freedom. *APM* – Developed and demonstrated a networked P2P targeting system for tactical aircraft, adopted by the US Air Force as an upgrade to current fighter aircraft. *TENT* – Developed and demonstrated a wideband clearance data link for future network-centric systems. *FAST* – Developed new tools and techniques for managing and tracking swarms of heterogeneous unmanned air vehicles in partially coordinated scenarios. *ICRAW* – Developed and demonstrated a high-resolution through-obstacle three-dimensional LIDAR imaging system. *OPEN* – Developed and operationally demonstrated UIC/VIC through-obstacle synthetic aperture radar and data exploitation system. *ADVANTIS* – Developed a new generation high vision capability integrating near, mid and long range sensors. *Delta Eye* – An augmented reality environment for the individual soldier and Urban Warrior. Led studies on address the technology needs of future urban combat and developed a portable, low cost, C2 and targeting technology development platform to address capability shortfalls.

Stephen P. Welby

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1997 – 2001                      Defense Advanced Research Projects Agency                      Arlington, Virginia  
*Program Manager, Information Systems and Special Projects Offices*

- Designed, developed and led advanced technology research, development and demonstration programs of national importance in networked sensing and strike, real-time image processing, pattern recognition and navigation and guidance. Identified emerging technologies and developed programs to rapidly transition new capabilities from laboratory into practical application. Managed the schedule, budget and technical performance of large, high-visibility, multi-contractor programs. Worked with military users to develop and deploy new technology-driven materiel concepts and doctrine.
- Managed the Semi-Automated Imagery Intelligence Exploitation program, a four-year, \$120M advanced concept technology demonstration that developed and delivered advanced synthetic aperture radar and electro-optic geospatial imagery analysis automation capabilities to Army and Air Force users to support U2, Global Hawk and other national missions. Products of this effort have had significant impact on real world operations.
- Managed the DARPA Affordable Moving Surface Target Engagement (AMSTE) program, a \$116M effort which developed and integrated new technologies to enable low-cost, precision-guided weapon delivery against surface moving targets. The program demonstrated new weapons, networking and radar signal processing capabilities and has transitioned directly to US Air Force acquisition.
- Managed the DARPA portfolio of navigation and guidance systems including work on low cost integrated inertial guidance systems, high performance MEMS gyroscopes and counter GPS jamming technologies.
- Led many smaller projects involving small business and university researchers. These projects usually involved mentoring small development teams from initial concept through proof-of-principal prototyping to first item-to-market.

1988 – 1997                      US Army Research Laboratory                      Adelphi, Maryland  
*Project Engineer/Team Leader*

- Led team of in-house researchers developing advanced synthetic aperture radar image processing, target recognition and image compression algorithms, including efforts that supported payload development for the Predator unmanned air vehicle. Planned, scheduled, budgeted and coordinated research, software development and field demonstration efforts.
- Conducted software safety and reliability studies in support of conventional and nuclear artillery and missile applications.
- Performed production and engineering development functions in support of US Army Special Operations Forces programs.

EDUCATION

- MS Computer Science, The Johns Hopkins University, Baltimore, MD, 1996
- MS Applied Mathematics, The Johns Hopkins University Baltimore, MD, 1991
- MS Business Administration, Texas A&M University, Texarkana, TX, 1988
- BS Chemical Engineering, The Cooper Union for the Advancement of Science and Art, Manhattan NY, 1987

PERSONAL

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## EXPERIENCE

### Senior Fellow, International Security Program

Center for Strategic and International Studies (December 2004-present)

#### Defense Studies and Publications

- Lead investigator for new CSIS study examining how to redesign U.S. military's officer corps for future challenge
- Co-Author, CSIS report on "The Future of U.S. Civil Affairs Forces," February 2009
- Contributing author, CSIS study on "Transitioning Defense Organizational Initiatives," November 2008
- Staff Director and principal report author, *Independent Commission on the Security Forces of Iraq* ("the Jones Commission"), Summer 2007
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, an 18 month study outlining more than 40 recommendations for sizing and shaping the National Guard and Reserves in the 21<sup>st</sup> century
  - Testified before the Commission on the National Guard and Reserves, June 2006
  - Hosted major CSIS conference to debate recommendations of the Commission on the National Guard and Reserves, April 2008
- Member, Defense Science Board Task Force on the Role of the National Guard and Reserves in the global war on terrorism (October 2006-April 2007)
- "Transformation of the Reserve Component: Opportunity for Total Change," *Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century*, U.S. Army War College, 2007
- "Total Force Policy: The Sequel," *The Future of the Citizen Soldier, Conference Proceedings*, The Cantigny Foundation and the Virginia Military Institute, October 2007

#### Homeland Security Studies and Publications

- Author of June 2008 CSIS report, *Managing the Next Domestic Catastrophe: Ready (Or Not?)*, a major study making more than 20 recommendations designed to achieve greater unity of effort in responding to catastrophes inside the United States,
  - Study includes examination of the role of the National Guard in homeland security
  - Testified before House Homeland Security Committee, June 2008
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, including a chapter and recommendations on the role of the Guard and Reserves in homeland defense and civil support
- Contributing author, Beyond Goldwater-Nichols Phase 2 project, June 2005
  - Authored chapter on "Elevating and Strengthening Homeland Security Policy"
- "The Next Catastrophe: Ready or Not?" *The Washington Quarterly*, January 2009 issue
- "Stronger Together: Merging the Homeland Security Council and the National Security Council," *The Journal of Homeland Security Affairs*, January 2009.
- "Is a Goldwater-Nichols Act Needed for Homeland Security?" *Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century*, U.S. Army War College, 2007
- "Rethinking the National Guard and Homeland Defense," CSIS white paper, March 2007
- Testified on "Structuring National Security and Homeland Security in the White House," Senate Homeland Security and Governmental Affairs Committee, February 2009.
- Testified on the DHS Quadrennial Homeland Security Review, House Subcommittee on Management, Oversight and Investigations, Committee on Homeland Security, July 2008.
- Testified on "Homeland Security Risk Assessments" before the House Subcommittee on Intelligence, Information Sharing and Terrorism Risk Assessment, Committee on Homeland Security, November 2005.

#### Media Appearances and Conferences

- Frequent speaker on National Guard, Reserve component, defense and homeland security issues at a wide range of conferences, panels, risk forces

- Quoted in *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal*, *US News & World Report*, *USA Today*, *The Baltimore Sun*, *The Houston Chronicle* and many other newspapers
- Appearances on ABC News, NBC News, CBS News, CNN, MSNBC, CBC and several other cable news channels

#### **Principal, DFI Government Services**

DFI International (April 2002-December 2004)

- Client area manager for over \$2 million annually in homeland security and defense policy contracts
- Managed staff of 15-20; participated as senior manager in strategic planning and business development efforts
- Project manager for a diverse range of clients, including OSD, NORTHCOM, DHS Preparedness Directorate, DHS Science & Technology Directorate, and the Memorial Institute for the Prevention of Terrorism
- Analytic studies included:
  - Development of a risk assessment methodology for homeland security, application of methodology to evaluate then-proposed 15 National Planning Scenarios
  - Examination of current and future roles and missions for federal agencies involved in homeland security
  - Independent analysis of the Target Capabilities List
  - Development of "attack trees" as analytical tools for use with the National Planning Scenario prologues
  - Analytical support to the development of the Joint Operating Concept for Homeland Security version 1.0

#### **Country Director for France, Belgium, Netherlands & Luxembourg, Office of European Policy**

Department of Defense, OASD for International Security Policy (September 2001-March 2002)

- Coordinated DoD interactions with France and the BENELUX countries in the wake of the September 11 attacks
- Recognized by French Ambassador François Bujon de l'Estang for playing a central role in ensuring French diplomatic access to French citizens held at Guantanamo Bay

#### **Special Assistant to the Under Secretary of Defense for Policy for Programs and Legislation**

Department of Defense, Office of Under Secretary of Defense for Policy (March 2000– June 2001)

- Served as central coordinator for Policy legislative programs; worked extensively with Comptroller, General Counsel and congressional staff on annual defense authorization and appropriations bills
- Represented Office of the Under Secretary for Policy during the internal DoD program and budget process; developed strategy to ensure Policy programs such as the Cooperative Threat Reduction program and special operations programs were sufficiently funded throughout five-year defense plan

#### **Senior Assistant for Strategy Development, Strategy Office**

Department of Defense, OASD for Strategy and Threat Reduction (January 1998-February 2000)

- Wrote the Reserve Component Employment Study 2005 final report
- Led the European Posture Review, a DoD-wide study examining the future of US military presence in Europe
- Wrote and coordinated chapters of various strategic guidance documents such as the National Security Strategy, the Defense Planning Guidance, the Annual Report to Congress and the 1997 Quadrennial Defense Review

**Presidential Management Intern, Office of the Secretary of Defense (January 1996-December 1997)**

**Senior Research Assistant, The Henry L. Stimson Center (January 1995-December 1995)**

**Policy Analyst, Alliance for International Educational & Cultural Exchange (April 1994-January 1995)**

**Professional Staff Member, Europe and Middle East Subcommittee**

House Foreign Affairs Committee, U.S. House of Representatives (July 1993-April 1994)

## **EDUCATION**

**School of Public Affairs, University of Maryland, College Park, Maryland**

*Masters of Public Policy*, August 1995, specialized in international economic and security policy

**Williams College, Williamstown, Massachusetts**

*Bachelor of Arts cum laude* in political science and fine arts, 1991

- Attended *L'Institute d'Etudes Politiques* in Paris, 1989-1990

**Major General Jessica L. Wright**



**EMPLOYMENT HISTORY**

February 2004 – Present: The Adjutant General of the Commonwealth of Pennsylvania. In this state cabinet-level position, responsible for command, control and supervision of all Air and Army National Guard units allocated to the Commonwealth of Pennsylvania; responsible for six (6) state-owned Veterans' homes and programs for Pennsylvania's one million Veterans. Oversees approximately 20,000 Pennsylvania National Guard members and over 6,000 full-time state and federal employees. The Department of Military and Veterans Affairs and the Pennsylvania National Guard had combined federal and state expenditures totaling over \$832 million in the most recent fiscal year.

June 2000 – February 2004: Assistant Adjutant General/Deputy Adjutant General-Army, Pennsylvania Joint Force Headquarters

November 1998 – May 2000: State Army Aviation Officer, Headquarters, State Area Command.

June 1997 – November 1998: Commander, 28<sup>th</sup> Combat Aviation Brigade, 28<sup>th</sup> Infantry Division

July 1996 – June 1997: Student, US Army War College Center for Strategic and International Studies

February 1999 – July 1996: Personnel Management Officer, Executive Officer, Guard Parole Branch Chief, Tours Management Branch, Director, Personnel Management Directorate, Army National Guard Readiness Center

November 1986 – January 1989: Assistant Professor of Military Science, Georgia Southern University

September 1985 – November 1986: Flight Operations Platoon Commander, 1160<sup>th</sup> Transportation Company

July 1985 – September 1985: Assistant Branch Chief, Eastern Army Aviation Training Site

May 1983 – July 1985: Assistant Operations and Training Officer, Eastern Army Aviation Training Site

January 1982 – May 1983: Flight Operations Platoon Commander, 1028<sup>th</sup> Transportation Company

September 1979 – December 1981: S1, Headquarters Company, 28<sup>th</sup> Aviation Battalion

February 1977 – August 1979: CH-47 Pilot, 228<sup>th</sup> Aviation Company

July 1975 – January 1977: Press Officer; RR-EEO; WAC Staff Advisor, Headquarters Detachment, PAARNG

### **EDUCATION**

1974 Alderson and Broaddus College, Bachelor of Arts/Social Work, Philippi, WV  
1993 Webster University, Master of Arts/Management, Saint Louis, Missouri  
1997 U.S. Army War College, Center for Strategic and International Studies, Washington, D.C.

### **PROFESSIONAL QUALIFICATIONS**

Rating: Senior Army Aviator  
Flight Hours: Over 1,000  
Aircraft flown: CH-47; CH-54; UH-1  
Pilot wings: Ft. Rucker, Alabama

### **AWARDS**

Legion of Merit (with Oak Leaf Cluster)  
Meritorious Service Medal (with 1 Bronze Oak Leaf Cluster)  
Army Commendation Medal  
Army Achievement Medal  
Army Reserve Component Achievement Medal (with 1 Silver Oak Leaf Cluster and 1 Bronze Oak Leaf Cluster)  
National Defense Service Medal (with 1 Bronze Star)  
Global War on Terror Service Medal  
Armed Forces Reserve Medal (with Gold Hourglass)  
Army Service Ribbon  
Army Staff Identification Badge  
Senior Army Aviator Badge  
Pennsylvania Commendation Medal  
Pennsylvania Service Ribbon (with 2 Silver Stars)  
Pennsylvania 20 Year Medal (with 2 Silver Stars)  
Major General Thomas R. White Jr. Medal  
General Thomas J. Stewart Medal  
Governor's Unit Citation  
Lithuanian Medal of Merit  
Order of St. Michael  
Order of St. Joan of Arc

### **ACHIEVEMENTS**

2000 ATHENA Recipient  
2004 Honorary Doctorate – Alderson Broaddus College  
2005 Gold Medallion – Chapel of the Four Chaplains  
2005 Law and Justice Award – Sons of Italy  
2006 Gold Medal Award – Pennsylvania Association of Broadcasters  
2008 Honorary Doctorate – Peirce College  
2009 Haym Solomon Award  
2009 Military Person of the Year – Veteran Community Initiatives, Inc.  
2009 Distinguished Soldier Award – Union League of Philadelphia  
2010 Founders Day Award – Lebanon Valley College



**PROFESSIONAL MEMBERSHIPS**

Pennsylvania National Guard Associations (PNGAS)  
National Guard Association of the United States (NGAUS)  
Sons of Italy  
American Legion  
Association of the United States Army (AUSA)  
Army Aviation Association of America (AAAA)  
Board of Governors of Alderson-Broadbudd College

**PERSONAL INFORMATION**

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Citizenship: USA

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## Biography

# National Guard Bureau

GENERAL JESSICA L. WRIGHT, MAJOR GENERAL

## MAJOR GENERAL JESSICA L. WRIGHT



### The Adjutant General, Pennsylvania

Major General Jessica L. Wright assumed duties as The Adjutant General, Pennsylvania National Guard in February 2004. In this State cabinet-level position, Major General Wright, headquartered at Fort Indiantown Gap, is responsible for command, control, and supervision of all Air and Army National guard units allocated to the Commonwealth of Pennsylvania. She is also responsible for six (6) state-owned veterans' homes and programs for Pennsylvania's one million veterans.

General Wright was commissioned through the Women's Army Corps Orientation, Officer Candidate School at Fort McClellan, Alabama in 1975. Prior to her commissioning, General Wright enlisted into the Pennsylvania National Guard in 1975. She attended the Rotary Wing Aviator Course at Fort Rucker, Alabama and became the

Army National Guard's first female aviator. General Wright was assigned as an Assistant Professor of Military Science at Georgia Southern University, Statesboro, Georgia for three years ending in 1989. General Wright became the first female maneuver brigade commander in the United States Army as she took command of the 28th Combat Aviation Brigade, 28th Infantry Division (Mechanized), Pennsylvania Army National Guard. In October 2000, General Wright was assigned as the Deputy Adjutant General - Army, Pennsylvania National Guard and served in this capacity until being sworn in as Pennsylvania's first female Adjutant General in 2004.

### EDUCATION:

1974 Alderson and Broaddus College, Bachelor of Arts, Social Work, Philippi, West Virginia  
 1993 Webster University, Master of Arts, Management, Saint Louis, Missouri

1997 United States Army War College, Center for Strategic and International Studies,  
Washington, District of Columbia

### **ASSIGNMENTS:**

1. July 1975 - August 1975, Press Officer, Headquarters Detachment, 28th Infantry Division, Harrisburg, Pennsylvania
2. August 1975 - November 1976, Recruiting and Retention/Equal Opportunity Operations Officer, Headquarters Detachment, 28th Infantry Division, Harrisburg, Pennsylvania
3. December 1976 - January 1977, Staff Advisor, Woman's Army Corps, Headquarters Detachment, 28th Infantry Division, Harrisburg, Pennsylvania
4. February 1977 - August 1979, Pilot, CH-47, 228th Aviation Company, Harrisburg, Pennsylvania
5. September 1979 - December 1981, S1, Headquarters Company, 28th Aviation Battalion, Harrisburg, Pennsylvania
6. January 1982 - May 1983, Flight Operations Platoon Commander, 1028th Transportation Company, Harrisburg, Pennsylvania
7. May 1983 - July 1985, Assistant Operations and Training Officer, Eastern Army Aviation Training Site, Annville, Pennsylvania
8. July 1985 - September 1985, Assistant Branch Chief, Eastern Army Aviation Training Site, Annville, Pennsylvania
9. September 1985 - November 1986, Flight Operations Platoon Commander, 1160th Transportation Company, Savannah, Georgia
10. November 1986 - January 1989, Assistant Professor of Military Science, Georgia Southern University, Statesboro, Georgia
11. February 1989 - March 1990, Personnel Staff Officer, Army National Guard Readiness Center, Arlington, Virginia
12. March 1990 - April 1990, Chief Budget Services, Equal Opportunity, Army National Guard Readiness Center, Arlington, Virginia
13. April 1990 - December 1994, Chief, Tour Management, Army National Guard Readiness Center, Arlington, Virginia
14. December 1994 - July 1996 Division Chief, Personnel Division, Officer Management Branch, Army National Guard Readiness Center, Arlington, Virginia
15. July 1996 - June 1997, Student, United States Army War College, Center for Strategic and International Studies, Washington, District of Columbia
16. June 1997 - November 1998, Commander, 28th Combat Aviation Brigade, 28th Infantry Division, Annville, Pennsylvania
17. November 1998 - May 2000, State Army Aviation Officer, Headquarters, State Area Command, Annville, Pennsylvania
18. June 2000 - February 2004, Assistant Adjutant General-Army, Pennsylvania Joint Force Headquarters, Annville, Pennsylvania
19. February 2004 - Present, The Adjutant General, Pennsylvania, Annville, Pennsylvania

### **FLIGHT INFORMATION:**

Rating: Senior Army Aviator  
Flight Hours: Over 1,000  
Aircraft flown: CH-47; CH-54; UH-1  
Pilot wings from: Ft. Rucker, Alabama

**MAJOR AWARDS AND DECORATIONS:**

Legion of Merit (with 1 Bronze Oak Leaf Cluster)  
Meritorious Service Medal (with 1 Bronze Oak Leaf Cluster)  
Army Commendation Medal  
Army Achievement Medal  
Army Reserve Component Achievement Medal (with 1 Silver Oak Leaf Cluster and 1 Bronze Oak Leaf Cluster)  
National Defense Service Medal (with 1 Bronze Star)  
Global War on Terror Service Medal  
Armed Forces Reserve Medal (with Gold Hourglass)  
Army Service Ribbon  
Army Staff Identification Badge  
Senior Army Aviator Badge  
Pennsylvania Commendation Medal  
Pennsylvania Service Ribbon (with Numeral 3)  
Pennsylvania Twenty Year Service Medal (with 2 Silver Stars)  
Major General Thomas R. White Jr. Medal  
General Thomas J. Stewart Medal  
Governor's Unit Citation  
Lithuanian Medal of Merit

**PROFESSIONAL MEMBERSHIPS & AFFILIATIONS:**

American Legion  
Association of the United States Army  
Army Aviation Association of America  
Board of Governors of Alderson-Broaddus College

**OTHER ACHIEVEMENTS:**

2000 ATHENA Recipient  
2004 Honorary Doctorate - Alderson-Broaddus College  
2005 Gold Medallion - Chapel of the Four Chaplains  
2005 Law and Justice Award - Sons of Italy  
2006 Gold Medal Award - Pennsylvania Association of Broadcasters  
2009 Military Person of the year - Veteran Community Initiatives, Inc.  
2009 Distinguished Soldier Award - Union League of Philadelphia  
2010 Founders day Award - Lebanon Valley College

**EFFECTIVE DATES OF PROMOTION:**

Second Lieutenant 3 July 1975  
First Lieutenant 1 October 1976  
Captain 28 November 1979  
Major 21 November 1986  
Lieutenant Colonel 20 December 1990  
Colonel 7 April 1994  
Brigadier General 7 June 2001  
Major General 28 April 2005

**MATICE J. WRIGHT**

(b)(6)

## **PROFESSIONAL HISTORY**

### **INDEPENDENT CONSULTANT, McLean, VA (2007 - Present)**

As an independent consultant she provides consulting services and strategic business solutions for domestic and international companies. The services provided include global strategy formulation, policy implementation and business development. As an advisor to the New Zealand Trade and Enterprise North American Besideheads Programme, she provides guidance and expertise to high growth potential New Zealand companies that are interested in expanding into broader competitive markets in the United States. The impact of her advice has assisted New Zealand companies with establishing a unique point of difference for their products and deciding how to brand and market unique products and services. The impact of her advice ensures improved competitive processes and implementation for sales in the broader United States market.

### **BOYZ ALLEN HAMILTON, Senior Associate, McLean, VA (2003 - 2007)**

Worked as a senior associate with an international management consulting firm with more than 15,000 consultants and annual revenues of \$4 billion. Booz Allen has been at the forefront of strategy and technology consulting for 95 years. Served as a senior leader in the firm's Defense Team which provided a broad range of services in strategy, operations, organization and change management, information technology, systems engineering, and program management.

- Led, managed, and supported information technology (IT) consulting opportunities in support of Command, Control, Computers, Communications, Intelligence, Surveillance, and Reconnaissance (C4ISR) for various Department of Defense organizations. The impact of these consulting opportunities improved the communications between thousands of geographically dispersed military entities that were required to share classified and non-classified time critical data sets.
- Led and supported several multi-million dollar international strategic marketing and program management efforts in support of foreign military assistance programs. Ensured the proper coordination for the military assistance programs with the State and Defense Departments in support of consulting services provided to the Egyptian Navy (\$5 Million) and a separate program with the Polish Ministry of Defense (\$2 Million).
- Provided net-centric defense solutions and drafted policy and concepts of operations to increase resource utilization and overall organizational effectiveness for improved information assurance and information sharing.

### **SIKORSKY AIRCRAFT/UNITED TECHNOLOGIES, Manager, International Helicopter Programs, Washington, DC (1999 - 2003)**

Served as a manager for international programs and government sales for a world leader in the design, production and service of commercial and military rotary wing aircraft. Rotary wing products included the BLACK HAWK, the SEAHAWK, the S-76 and the S-92.

- Worked closely with government requirements offices to identify and procure more than 50 airborne assets to support and defend the United States and other strategic national interests.
- Completed numerous international helicopter sales, marketing, and business development opportunities around the world. Business development included travel to numerous international air shows where operational needs and assessments were reviewed and developed.

- Coordinated military helicopter sales efforts with the Departments of Defense, State, and Commerce for activities resulting in foreign military proposals and sales (Norway, Denmark, Sweden, Finland, Turkey, Greece, Australia and Colombia).
- Analyzed and drafted competitive international proposal efforts that resulted in the sale of civilian and military helicopters that supported various business objectives.

**WHITE HOUSE FELLOWSHIP, Special Assistant - Department of Treasury, Washington, DC (1997 – 1998)**

America's most prestigious fellowship for leadership development and public service. Promotes active citizenship by allowing Fellows first-hand experience in the process of governing and providing leadership for the nation. Fifteen Fellows were selected on the basis of extraordinary achievement, the ability to serve at government's highest levels and a proven commitment to public service. The Fellowship is comprised of a high level work assignment in the federal government's executive branch, an education program and official government travel.

- Worked closely with senior budget staffers at the Treasury Department and other government agencies to align agency specific strategic goals with agency budgets. The various agencies within the Department of Treasury included the Internal Revenue Service, the Bureau of Engraving and Printing and the Office of Management.
- Participated in the development of a strategy to reduce the vulnerabilities of the banking and finance sectors information technology/computerized information systems for greater critical infrastructure protection.
- Additional responsibilities included tracking budget amendments, writing new policy proposals and drafting correspondence for congressional inquiries.
- Participated in numerous domestic and international trips (Turkey, Greece, Cyprus) to assist in the review and formulation of federal policies that impacted businesses, industries, and local communities.

**SRA INTERNATIONAL INC, Business Analyst/Consultant, Arlington, VA (1996 – 1997)**

A world leader in the design, development, integration and implementation of large and complex systems for defense and military service organizations. Providing strategic and tactical command, control and communications systems for various government agencies. These services included analytical support to the government and private industries with expert knowledge, technical tools and solutions to improve performance, reduce costs and risks, introduce enterprise efficiencies.

- Deputy program manager for a \$22 Million and approximately 50 FTEs classified local area network and wide area network (LAN/WAN) telecommunications system for NAVAIR.
- Deputy proposal manager responsible for drafting, bidding, and winning a \$200 Million Department of Defense process improvement and reengineering contract while simultaneously drafting, bidding, and winning a separate multi-million dollar bridge contract.
- Trained facilitator with experience in helping clients lead change, perform business process reengineering, and implement new strategies within their organizations. Facilitated numerous classes with 10 to 40 students where new business strategies were formed and overall business processes were reviewed and improved to ensure that process changes were clearly understand overall business effectiveness was increased.

**UNITED STATES NAVY, NAVAL FLIGHT OFFICER (1988 – 1996)**

**OPNAV N6 Space & Electronic Warfare, Flag Lieutenant/Aide Pentagon, Arlington, VA (1994 – 1996)**

Competitively hand-picked from thousands of Lieutenants in the Navy to serve as the Flag Lieutenant for a 3 star or Vice Admiral on the Chief of Naval Operations staff. The command focused on optimizing Navy network and communications investments through centralized coordination of Navy warfighting



and weighting support assessments, Navy information network capability development and integration, Joint and Navy requirements development, and resource programming.

- Coordinated all the activities of the Navy's Director for Space and Electronic Warfare in the Pentagon and with naval assets at sea and geographically dispersed around the world.
- Activities included launching million dollar global positioning and weapons tracking satellites, participating in international and domestic trips to ships and other military sites, preparing senior level classified and unclassified briefings and speeches, and participating in numerous military exercises all in support of the Navy's Command, Control, Communications, Computers and Intelligence (C4I) community.
- Arranged and participated in meetings between the military and private sector technology companies. Coordinated a variety of conferences and working groups to review and understand innovative commercial technologies for improving C4I within the Navy.

**United States Naval Academy, Company Officer, Leadership Instructor, and Admissions Officer  
Annapolis, MD (1992 - 1994)**

The Naval Academy is the undergraduate college of the Naval service. It prepares young men and women to become professional officers in the U.S. Navy and Marine Corps. Naval Academy students are midshipmen on active duty in the U.S. Navy. They attend the Academy for four years, graduating with Bachelor of Science degrees and reserve commissions as ensigns in the Navy or second lieutenants in the Marine Corps. Naval Academy graduates serve at least five years as Naval or Marine Corps officers.

- Provided daily leadership, professional development and educational training for a company of Midshipman which included more than 150 students. Trained future officers to lead by example, to make tough leadership decisions, and to assume the duties and responsibilities as leaders in the armed services.
- Taught leadership and management classes to train Midshipmen morally, mentally, and physically to perform the duties assigned to them as officers in the United States Navy and Marine Corps.
- Appointed as a voting member of the Naval Academy's admissions board and instrumental in researching and writing documents for the Naval Academy's 10 year college accreditation review.
- Provided Naval Academy admissions counseling and advice to students and parents interested in understanding the mission of the United States Naval Academy.
- Frequently used as a role model and spokesperson to identify and to attract minorities and women into non-traditional operational naval roles.

**Fleet Air Reconnaissance Squadron Three (VQ-3), Aircraft Navigator (Naval Flight Officer - NFO), NAS  
Barbers Pt, HI (1989 - 1992)**

- Accumulated more than 1300 military flight hours navigating both the EC-130 aircraft (Lockheed) and the E-6 aircraft (Boeing 707) in support of the Pacific Command's requirements.
- Navigation responsibilities provided a direct, survivable and endurable airborne communications link to the nation's strategic forces (C5) - Command, Control, Communications and Intelligence.
- Organized and led flight crews through time critical classified and unclassified airborne missions.
- Qualified as an air-refueling navigator for extended flights in support of national military requirements.
- Managed more than 200 squadron personnel in the Aviation Line division, the Communications division, and the Aviation Training division.
- Featured in numerous military and civilian publications as the U.S. Navy's first African American female Naval Flight Officer (NFO).

**EDUCATION**

2602 - **JOHNS HOPKINS UNIVERSITY**

Baltimore, MD

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Master of Business Administration - Finance

1999	<b>HARVARD UNIVERSITY</b> Master of Public Administration	Cambridge, MA
1989	<b>NAVAL AVIATION SCHOOLS COMMAND</b> Naval Flight Officer (NFO)	Pensacola, FL
1988	<b>UNITED STATES NAVAL ACADEMY</b> Bachelor of Science - Physical Sciences/Engineering	Annapolis, MD

**ADDITIONAL INFORMATION**

- Professional Affiliations: Women Military Aviators, White House Fellows Alumni Association, Johns Hopkins Alumni Association, Harvard Alumni Association, Naval Academy Alumni Association, National Defense Industrial Association, Armed Forces Communications and Electronics Association.

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## EARL C. WYATT

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### BOOZ ALLEN HAMILTON POSITION: Principal

**EDUCATION:** M.S. National Resources Management, Industrial College of the Armed Forces, Ft McNair, Washington, D.C. (1995)  
M.S., Systems Analysis, University of West Florida, Pensacola, Florida (1987)  
B.S., Electrical Engineering, Air Force Institute of Technology, Dayton, Ohio (1983)  
B.S., Physics, Syracuse University, Syracuse, New York (1977)  
Advanced Program Management Course, Defense Systems Management College (DSMC), Ft Belvoir, VA (1990)  
Computer Resources Acquisition Course, Systems Acquisition School, San Antonio TX (1989)  
Systems Engineering Management, DSMC, Ft Belvoir, VA (1988)

### Summary Information

A versatile leader with more than 30 years of experience in research and development in major weapon systems acquisition. Portfolio of expertise includes program management, system engineering, strategic planning, unmanned systems development, advanced technology demonstrations, test and evaluation, and meteorological support to an operational tactical fighter wing. An Air Force Acquisition Professional Development Level III Program Manager with demonstrated successes as a:

- Innovative leader: Led a senior executive service team of acquisition professionals in the development of innovative technical risk and business management practices to enable a 56% cycle reduction in getting unmanned systems to the customer
- Producer of tangible results under pressure: Reversed senior AF leadership decision to remove \$600 million from the program in 2002, restored the budget and kept program on a pace to meet desired deliveries in 2007
- Strategic thinker with an instinct for details: Tackled high operating costs drivers and obtain funding commitments for 11 cost saving initiatives that offered a chance to save \$30M annually

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### RELEVANT EXPERIENCE:

2003 - Present: Booz Allen Hamilton, Principal  
Earl is the business lead for the Defense Advanced Research Projects Agency (DARPA) Tactical Technologies and Strategic Technology Offices. His team provides scientific, engineering, strategic planning, acquisition, program management, capability based analysis, and multi-media support in the development, integration, and transition of advanced technology concepts for manned and unmanned air systems, space systems, institutions, urban operations, strategic networks, information assurance, chemical, biological, and radiological defense, maritime and

small unit operations. He is a Booz Allen sub-team lead for Unmanned and Robotic Systems for firm-wide initiatives.

2001 – 2003                    Defense Advanced Research Projects Agency (DARPA), Air Force Transition Manager, DARPA UCAV and J-UCAS Program Manager  
Managed \$1.7 billion development/demonstration of the revolutionary unmanned combat air vehicle; integrating robust communications and adaptive control technology with the next-generation stealth platform; accomplishments include completing the initial block of flight test, and demonstrating autonomous unmanned air vehicle operations up to 35,000 feet.

2000 – 2001                    Aeronautical Systems Center, Director of Plans and Programs  
Led development of the Aeronautical Systems Center's \$2.5 billion, 6-year budget and strategic plan. My team orchestrated the Center's senior leadership offsite to develop the enterprise's vision, goals, objectives, and the action plans to achieve success

2000                                United States Air Force, Air Force Bomber Study Team Lead  
Led a multi-discipline team to investigate accelerating the delivery of next generation, long-range bomber weapon system; study indicated accelerated implementation would be premature, convinced Congress to delay the initiative.

1998 – 2000                    United States Air Force, F-16 Chief of Product Development  
Managed 90 member product development team for the F-16 weapon system; delivered Night Vision capability to enable 24-hour F-16 operations in the Kosovo conflict; led the international division to support product deliveries to Greece, Portugal, Singapore and Korea.

1995 – 1998                    United States Air Force, JSF Manufacturing and Producibility IPT Lead  
Led the Joint Strike Fighter's manufacturing and environmental management team and the development of investment strategies for \$17M to reduce production risk, system cost, and improve manufacturing quality. Enabled cost effective manufacturing of Navy, Air Force, and Marine Corp aircraft from the same production line.

1992 – 1994                    United States Air Force, B-2 Deputy for Production/B-2 Chief of Integration  
Managed B-2 aircraft integration team and served as the deputy for \$29 billion production team; delivered the first operational B-2 with sufficient maintenance documentation to support government only aircraft launch that same day if desired – a first for modern aircraft delivery.

1986 – 1991                    United States Air Force, Headquarters Systems Officer  
Systems Officer for the F-15 tactical electronic warfare suite and command systems engineering manager. Provided support to the program office and the Pentagon to on fielding F-15 electronic warfare system upgrades and marshaled revisions to the command's systems engineering policy to improve weapon system effectiveness.

1983 – 1986                    United States Air Force, Deputy Test Director for the ARL-74 Radar Warning System  
Deputy for software evaluation and integration for F-16 electronic warfare systems as part of the Air Force Operational Test and Evaluation team.