

11-18-08
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Blaine F. Aaron

Objective A senior position directing security-related operations, government relation activities or special defense/intelligence programs.

Summary Management consultant with over 25 years of extensive federal service within the Executive and Legislative Branches. A West Point graduate, with unsurpassed knowledge and work experience on Capitol Hill, within the U.S. intelligence community and U.S. Army, with significant interagency counterterrorism expertise.

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Professional experience 2006 to present PRTM Management Consultants Washington, D.C.
Principal

- Injected best practices of operational strategies and operational innovation in the areas of Governance, Portfolio Management, and Performance Management into a National Geospatial-Intelligence Agency program.
- Provided due diligence and a market assessment of the Intellectual Property problem in China for a venture capitalist firm.
- Orchestrated Department of Homeland Security Suspicious Activity Reporting processes by identifying issues and impediments while developing a common framework for improving the development, distribution, and access to terrorism suspicious activity reports across the Information Sharing Environment.
- Conducted due diligence market analysis for several major defense contractors on the FY 2008 U.S. budget to identify new business opportunities.

1998 to 2005 Congressman Henry Hyde Washington, D.C.
Legislative Director

- Advise Member on all legislative, elective and constituent matters. Develop policy positions and legislative initiatives; manage and supervise legislative staff.
- Formulate, rank, and coordinate all appropriation requests including defense, foreign operations, and homeland security.
- Senior foreign policy advisor to Chairman Hyde and General Counsel of the House International Relations Committee.

1995-1997 National Imagery and Mapping Agency Chantilly, VA
Division Chief

- Analyzed, recommended, and executed programmatic and budgetary changes that directly affect future imagery intelligence and geospatial architecture, technology needs, and special programs.
- Responsible for the management and oversight of Division daily operations as well as the morale and welfare of Division employees.
- Operational aspects include managing the Systems and Technology (ST) National Foreign Intelligence Program (NFIP) and Joint Military Intelligence (JMIP) related programs.
- Monitor program and budget input to the Director of Central Intelligence staff, DoD, and to Congress to ensure accuracy and conformance with published guidance and policy.
- Oversee ST input to Director, NIMA, Congressional testimony.
- Formulate ST responses to Congressional Questions for the Record and committee mark-ups.
- Oversee ST input to Congressional Budget Justification Books and Congressional Justification Books.

1992-1995

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The Pentagon

Planning and Programming Manager

(b)(6)

1987-1992

(b)(6)

The Pentagon

(b)(6)

- Operations Team Chief responsible for identifying locations and individuals being held hostage in Iraq in 1990 during Desert Shield.
- Graduate of senior Collection Manager's course as well as Management Principles, Principles of Supervision, and Financial Management of Intelligence courses (b)(6)

Education

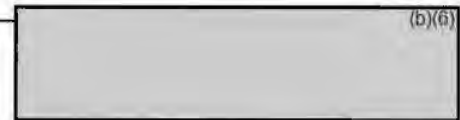
1998	LEGIS Fellow	Brookings Institution
1987	M.S., International Relations	Troy State University
1979	BS Engineering	U.S. Military Academy
1975	Prep School Diploma	Deerfield Academy

References

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Wendy R. Anderson

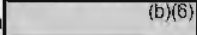


PROFESSIONAL EXPERIENCE ~

Professional Staff Member, U.S. Senate Homeland Security and Governmental Affairs Committee 4/07 ~ present
Subcommittee on International Security

- Manage international security portfolio; execute legislative and investigative hearings; liaise with relevant government agencies (DOD, DOS, and DHS); and draft speeches, floor and hearing statements for Senator Thomas R. Carper, Chairman of Subcommittee on International Security.
 - Provide advice and recommendations on international security issues, including: regional security in South Asia (Pakistan, Afghanistan, and India); nuclear terrorism; political and economic development and nuclear proliferation in South Asia and the Middle East; intelligence reform; Islamic extremism; terrorist financing and arms control policy.
 - Execute legislative and investigative hearings with top national security officials, preparing questions for witnesses and taking primary responsibility for crafting policy critiques and public/media message, on topics such as U.S.-Pakistan relations; U.S. strategy in Afghanistan and Pakistan; Iran's nuclear ambitions and nuclear proliferation in the Middle East; security assistance to countries to eliminate/control WMD and proliferation; cost growth on major DOD weapons programs; and defense policy regarding nation's strategic airlift capabilities.
 - Collaborate closely with key staff from Senate Armed Services, Foreign Relations, Intel, and Homeland Security committees and Democratic leadership staff on policy initiatives related to pressing national security issues, and develop the Democratic message on such issues.
 - Serve as senior national security advisor to subcommittee Chairman Carper, advising on foreign policy and defense issues, especially on South Asia (particularly Pakistan), the Middle East, as well as Russia and Europe.
 - Lead staff on May 09 CODEL to Afghanistan/Pakistan; Lead Staff May 08 Staff Delegation trip to Israel, Pakistan, India, UAE, Bahrain, Jordan, and Saudi Arabia, and June 07 CODEL trip to Iraq and Kuwait.

Member, South Asia Policy Team, Senator Barack Obama's Presidential Campaign 6/08 ~ 11/08

- Drafted press guidance for Senator Obama, as member of rapid response subgroup.
- Edited and updated debate preparation materials for Senator Obama.
- Worked with  Team in Norfolk/VA Beach, VA during campaign.

Intelligence Liaison, U.S. Senator Barbara A. Mikulski 9/06 ~ 04/07

- Handled intelligence issues for Senator Mikulski as her liaison to Senate Select Committee on Intelligence; liaised with intelligence community; and drafted speeches and all statements for Senator on national security issues.

Military Legislative Assistant/Foreign Affairs, U.S. Senator Frank R. Lautenberg 8/04 ~ 8/06

- Handled Senate Homeland Security and Governmental Affairs Committee work for Senator (prepared legislation, hearing materials, negotiated legislation with HSGAC staff, and briefed and staffed Senator)
 - Provided advice and recommendations on homeland security issues, and others, including: reconstruction activities in Iraq and Afghanistan; BRAC; Iraq contracting; intelligence reform; nuclear terrorism; port security and infrastructure protection; chemical security; and combating fraud, waste and abuse in government.
 - Lead staff on Intelligence Reform and Terrorism Prevention Act of 2004 (Senator was conferee).
- Lead analyst on foreign affairs, defense, and homeland security and appropriations issues for Senator (preparing, briefing, advising, and negotiating on behalf of), on Iraq, Afghanistan, Pakistan, Iran, Libya, and compensation for victims of terrorism.
- Developed and executed legislation focusing on foreign affairs, defense, and homeland security.

Deputy National Security Issues Coordinator, National Security Team 6/03 ~ 10/03

John Kerry Presidential Campaign (Washington, DC)

- Wrote policy papers on range of national security issues, specifically on Afghanistan, Pakistan, Iraq, and other issues related to homeland and international security issues and defense.

Consultant/Research Associate for (b)(6) Cambridge, MA 2002

- Advised on wide range of policy and political issues, and assisted with writing.

Senior Associate, Asian Global, Strategies for Emerging Markets (Cambridge, MA) 2002

- Consulted with and advised governments in developing world on economic development and good governance strategies (countries of focus: Yemen, Rwanda, Armenia)

Deputy Director for External Affairs, Women and Public Policy Program 2000 ~ 2002

John F. Kennedy School of Government, Harvard University (Cambridge, MA)

- Developed, coordinated, and implemented policy initiatives focused on conflict-prevention and democracy-building in concert with Heads of State and policymakers in South Asia, Middle East, and Africa.
- Formed strategic alliances between governmental and non-governmental organizations and multilateral institutions and other organizations.
- Executed and directed ongoing policy initiatives to multiple audiences highlighting role of women in peace processes for G8 governments.
- Researched, developed, and implemented fundraising strategies by enlisting corporate partners in key projects, raising \$100,000. Managed corporate relationship worth \$1.2 million.
- Communicated goals and objectives of global initiative to Heads of State, business leaders, donors, academics, and media.

EDUCATION ~

Columbia University

School of International and Public Affairs
Master of International Affairs
Focus: Int. Security Policy/May 04

Harvard University

Harvard Divinity School
Master of Philosophy/Religion
Focus: Religion & Conflict/June 98

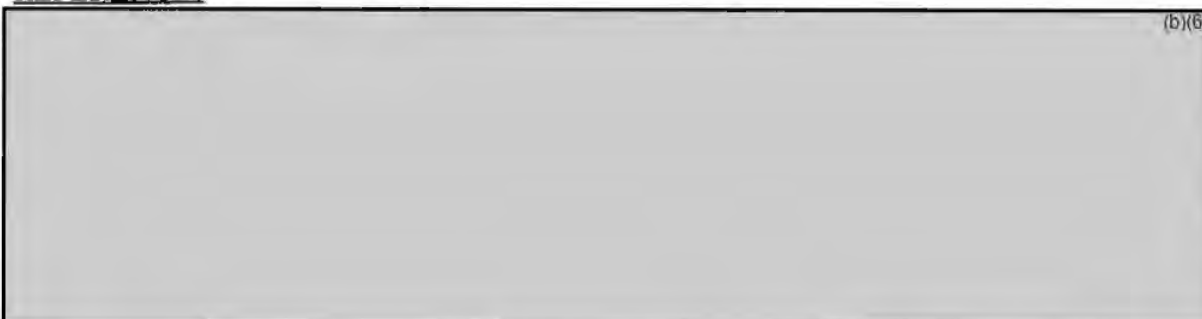
Hendrix College

University of London (semester)
BA: Religion
Focus: Int. Security/Politics/June 03

HONORS AND AWARDS ~

- **Term Member, Council on Foreign Relations (CFR)**
- **Member/Observer, CFR Independent Pakistan-Afghanistan Task Force, 2009**
- **Senior Fellow, Truman National Security Project**
- **Member, International Institute of Strategic Studies (IISS)**
- **Participant, Brussels Forum 2009** (Brussels, Belgium)
- **Bucerius Summer Seminar on Global Governance 2004 Participant** (Hamburg, Germany, 2004) – One of 60 young leaders chosen worldwide by DIE ZEIT Foundation.
- **Columbia University Fellowship Recipient, School of International and Public Affairs, (New York City, 2003 ~ 2004)**
- **Women's International Leadership Fellow, International House (New York City, 2003 ~ 2004)**
- **Received Urkunde Certificate, Outstanding achievement in study of German Language, Middlebury College (Middlebury, VT, 1999)**
- **Graduate Oration Finalist, Harvard University Commencement (Cambridge, MA, 1998)**
- **Thomas J. Watson Fellowship Recipient (1993 ~ 1994)** – One of 60 Americans selected nationwide to pursue postgraduate year abroad. Focus: Religion and prevention of deadly conflict in Russia, Israel/West Bank, India.
- **Arkansas Rhodes Scholarship Finalist, Rhodes Scholarship Committee of Southern States (Little Rock, AR, 1993)**

REFERENCES ~



FRANK AUM

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Education UNIVERSITY OF CALIFORNIA, BERKELEY – School of Law Berkeley, CA
08/03 – 05/06 J.D. May 2006. Concentration in international law.
• High Honors for Thesis: "The Dilemma of North Korean Refugees in China: Legal and Political Recourses"
• Articles Editor. *Berkeley Journal of International Law*

09/99 – 06/01 HARVARD UNIVERSITY, John F. Kennedy School of Government Cambridge, MA
Master in Public Policy. June 2001. Concentration in international security and political economy.
• Thesis: "Chinese Local Development and Regional Economic Cooperation in Northeast Asia"

09/98 – 12/98 YONSEI UNIVERSITY, Graduate School of International Studies Seoul, Korea
Semester Coursework: South Korean government, North Korean politics

09/93 – 06/97 DARTMOUTH COLLEGE Hanover, NH
A.B. *cum laude* in Social Psychology. June 1997. Lincoln Filene Fellowship in Human Relations Research
• President. Dartmouth Korean American Students Association (1996)
• Universidad Pública Autónoma del Estado de Puebla – Foreign Study Program in Mexican Literature (1996)

Experience FRIED, FRANK, HARRIS, SHRIVER & JACOBSON LLP Washington, D.C.
09/06 – 12/08 Associate. Admitted to practice in CA and DC. Summer Associate (06/05 – 08/05)
• Private Equity. Represented leading investment bank and private equity fund clients in forming private equity funds, analyzing potential fund investments, and acquiring secondary partnership interests; Drafted foundational legal documents for private equity funds, including private placement memorandums, limited partnership agreements, subscription agreements, and side letters
• 80% of matters focused on Goldman Sachs (Fried Frank is the primary legal counsel for GS's private equity and hedge fund practice); assisted in drafting legal documents for GS's first Asia-focused private equity fund
• Acted as lead associate for Temasek Holdings's investment in a leading technology-related private equity fund
• M&A. Represented private companies in acquisitions and spin-offs. Responsibilities included drafting and editing bylaws, operating agreements, board resolutions, merger agreements, term sheets, and purchase agreements

10/07 - 03/08 OBAMA FOR AMERICA Chicago/Los Angeles/Austin
• Policy Intern. Assisted campaign policy department under (b)(6) and (b)(6) with research and analysis of energy, foreign, and education policy as well as candidate debate preparation
• Deputy Director of CA Operations and AAPI Outreach. Coordinated California and Texas campaign office lease agreements with national headquarters during primaries, managed national campaign's Asian American website blog, and served as campaign representative to Korean American community in Los Angeles, CA

05/04 – 08/04 NINTH CIRCUIT COURT OF APPEALS, THE HONORABLE STEPHEN REINHARDT Los Angeles, CA
Judicial Extern. Prepared bench memoranda and conducted legal research on various cases related to asylum and ineffective assistance of counsel in death penalty proceedings

08/02 – 08/03 DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT, CITY OF LOS ANGELES Los Angeles, CA
Project Coordinator. Supervised creation of four local neighborhood councils in the Wilshire and Koreatown areas
• Advised community groups in efforts at mobilization, outreach, by-laws creation, and holding elections
• Facilitated conflict resolution and dialogue meetings between various community stakeholders

09/01 – 08/02 KOREAN AMERICAN COALITION Los Angeles, CA
External Affairs Coordinator. Advocated on behalf of Korean American community, coordinating with local, state, and federal officials on voter registration, community development, political empowerment, and media representation
• Co-organized redistricting campaign that aimed to unify Koreatown under one City Council district
• Secured \$1.1 million grant for a Koreatown park by creating a partnership of government officials, community organizations, and community members to lobby for park improvements
• Authored successful \$100,000 grant proposal for community technology facility in Koreatown

08/98 – 08/99 MINISTRY OF FOREIGN AFFAIRS AND TRADE, United Nations Policy Division Seoul, Korea
Speechwriter. Drafted speeches delivered by Ministry officials, including the Foreign Minister's address to the UN General Assembly, on various international issues such as nuclear disarmament, human rights, and economic policy

Awards J. WILLIAM FULBRIGHT SCHOLARSHIP Cheju Island, Korea
06/97 – 06/98 Teacher/Consultant. Created and taught original English language curriculum to 800 Korean high school students

Publication Jay R. Kraemer & Frank Aum, *The US-India nuclear agreement: progress toward nuclear cooperation with India and a new paradigm in non-proliferation policy*, INT'L J. NUCLEAR L. Vol. 1, Issue 4, 418-436 (2007)

AVERYL BAILEY

Almost 20 years of experience as a highly qualified, detail oriented and resourceful professional, with an excellent track record of key contributions, results, and successes in management and supervisory positions. Experience in domestic and international project management; developing and implementing strategic communication plans; and well versed as an effective communicator, advocate and counselor in developing cross-functional teams to meet and exceed organizational, programmatic, budgetary, and operational goals that lead to management and business transformation.

CORE VALUE QUALIFICATIONS

Critical Mission/Program Management Strategic Planning/Positioning Operational Efficiency Improvement
Training Program Design Crisis Communications Staff Development & Empowerment
Community Relationship Building Personnel Mentoring/Coaching Budget Planning & Administration
Organizational Mission Fulfillment Inter-Organizational Teamwork Speechwriting/Public Speaking

PROFESSIONAL EXPERIENCE

Special Assistant – July 2010-present

Office of the Under Secretary of the Air Force (USecAF) – The Pentagon, Washington, DC

- Organize, and coordinate thorough, systemic and professionally sensitive and high priority special assignments within the Under Secretary's portfolio which involve multidisciplinary approaches to business transformation that meet established public policy areas of national interest and anticipate the needs of Air Force senior leaders.
- Embed with Air Force Directorate of Programs to develop comprehensive continuous process improvements of internal and external communications on sensitive and contentious issues that explain, educate and deepen community and stakeholder engagement strategies in critical times of fiscal planning; with the realized need to proactively include budget messaging in the overall Air Force communications strategy, at the same time leveraging interest around Congressional engagement.
- Build collaborative relationships within the Air Force as well as other Services and the Department of Defense (DOD) to the degree most appropriate to analyze, develop and present authoritative information or analyses on both national and international controversial subjects.
- Lead Congressional hearing preparation to include oversight of long and short range calendar events, review invitations and prepare event briefs that include a Air Force strategic planning, policy, communications, and executive management reviews. This robust process is also comprised of research and fact-finding, analysis of insights, and key message development to ensure Air Force budget decisions are consistent and have sustained usage.
- Green Belt trained in Air Force Smart Operations for the 21st Century (AFSO21) Rapid Improvement Events (RIEs) to determine Air Force efficiency objectives. Work as part of a team to validate the strength of the efficiency concept and to explore its viability relative to other Air Force strategic alternatives (e.g., saves money, utility, etc).
- Draft/review strategic communications correspondence with tact and diplomacy to internal and external audiences that advocate Air Force Core Functions and/or performance to include: a logical and effective explanation of programs, functionalities, and activities; as well negotiate complex issues, programs, and functions at varying levels of understanding.
- Manage event proposals and logistics for high level meetings to include the Secretary of Defense, Secretary of the Air Force and foreign dignitaries; and serve as logistics liaison to Air Force protocol officers and dignitary protection both domestically and internationally. Conduct pre and post event meetings, identifying Air Force senior leadership needs, expectations and desired outcomes. Oversee aircraft manifest, food and beverage arrangements, audio visual requirements, signage, VIP housing, amenities and ground transportation, final billing and event evaluations.

Director of Scheduling and Advance – 2009-2010**Executive Office of the President - Office of the United States Trade Representative (USTR) – Washington, DC**

- Planned, developed, and coordinated all aspects of USTR logistics in over twenty countries around the globe; Supervised and executed all USTR advance team and personal aide training requirements and provided support to U.S. embassy personnel, including assistance in mission-critical incidents.
- Developed and managed USTR travel operating budget resources to include: identifying sources of revenue and cost savings; currency conversions; conference and hotel service charges and gratuities and taxes and insurance; domestic and international hotel and transportation contract negotiation, taking into consideration liability and potential risks involved; catering, exhibition services contractors, audio visual needs; master bill reconciliation and prompt processing of invoices.
- USTR Lead on official Presidential visits that included summits, conferences and other key meetings with world leaders and trade ministers. Liaised with the White House, U.S. State Department and the United States Secret Service as well as governmental officials/agencies of the host country to requisition U.S. aircraft, manage all ground transportation, secure official and diplomatic passports, visas, country clearances and interpreters and coordinate domestic and international security for the Ambassador and senior staff.
- Managed internal and external scheduling requests, prioritizing events that increased public awareness in support of the agency's mission and the Obama Administration's accomplishments in communities both nationwide as well as globally.
- Planned and implemented short and long-range calendars including pre and post event timelines, and also monitored and tracked major trade negotiations to ensure that agreements were fully executed; at the same time, fostering long-term relationships with key United States key foreign trade partners.
- Developed and managed USTR domestic and international scheduling and advance operation that included: created official USTR advance and protocol manual, recruited, trained and managed staff and volunteers; worked in tandem with the United States Secret Service to set up staff security briefings, walk-thru of event sites; regularly lead scheduling and trip planning meetings and event build out.
- Provided timely and reliable technical advice and assistance to the agency and other officials on a variety of key subject matters to include culture and protocol awareness; determining audio visual equipment needs; press conference set up and the coordination with U.S. Embassies to ship various materials from the U.S. to international sites.

National Transition Lead Advance – 2008 - 2009**Presidential Transition Team (PTT) – Washington, DC**

- Presidential Transition Team project lead for the First Family's move to Washington, DC which involved successfully researching, organizing, negotiating, implementing and executing all logistics for: housing, transportation, education, and food and beverage resources.
- Primary staff lead on all Washington, DC and surrounding area pre-inaugural logistics that supported President-Elect Barack Obama, Vice President-Elect Joseph Biden, First Lady to be Michelle Obama and Second Lady to be, Dr. Jill Biden; also served as primary staff liaison to other state and national entities and the United States Secret Service in the coordination, supervision and management of logistical aspects for all visits.
- Coordinated, negotiated and managed overall contractor/vendor resources and budgeting for all four principals during the Presidential transition.

National Lead Advance – 2007 - 2008**Obama For America Presidential Campaign – Chicago, IL**

- Directed special events at the highest level and working in conjunction with the campaign's national media staff, in addition to analyzing internal communication and collaboration needs to maximize campaign message consistency and effectiveness.
- Established role as trainer, mentor and supervisor of both full-time and part-time staff, as well as volunteers for events ranging in size from 40 to over 100k attendees.
- Worked in conjunction with local, state and national entities to coordinate, supervise, and manage all aspects of visits for Presidential candidate.
- Coached and managed multiple Advance teams to affect process change and achieve bottom-line results with the organized execution of vendor negotiations, press logistics, site build, and crowd management.

Vice President of Public Affairs – 2005 - 2007

Frisby & Associates – Washington, DC

- Lead strategic message development, crisis communications planning and implementation, and managed events designed to build business by expanding exposure of clients nationwide.
- Managed site selection process, vendor negotiations for meetings, press conferences and gala events that inspired, challenged, motivated, and encouraged media and public attention.
- Conducted team meetings to coordinate partnership meetings, which included planning and establishing goals and timelines for multiple projects, determining job priorities and ensuring that goals were reached within time frame and budget; conducted research and comprehensive analysis to contribute to the completion of strategic communication plans for various clients; wrote press releases, press advisories and pitched clients to various media mediums.

Advance Staff Lead/Press Lead – 2004

Kerry/Edwards Presidential Campaign – Washington, DC

- Successfully executed assigned political and media events working in conjunction with local, state and national entities to coordinate, supervise, and manage all aspects of visits for presidential and vice presidential candidates.
- Managed, directed and coordinated the activities of campaign personnel, subcontractors and vendors.
- Developed, justified and executed project budget.

Special Assistant/Public Policy Advisor to Senior Partner & Practice Area Leader – 2003 - 2004

Holland + Knight Corporate Diversity Counseling Group – Washington, DC

- Directly advised, coordinated and monitored partner and client agreements while fostering long-term relationships and developing client trust.
- Provided operational oversight in the development and implementation of group marketing strategy and event management while interfacing with representatives from the Executive Branch, Congressional Members, and senior officials from various local and nationally recognized organizations.
- Managed and trained immediate support staff to plan and coordinate all facets of trips, prepare briefing materials, and assist in the development and placement of media articles and speeches.

Manager of External Communications – 2001 - 2002

Downtown DC Business Improvement District (BID) – Washington, DC

- Served as a spokesperson and advocate for Downtown DC BID on key programs, partnerships and initiatives.
- Developed and executed strategic external communications plan that produced effective communications with stakeholders and created a positive image of downtown Washington, DC.
- Assisted in the development and effective launch of the Downtown DC BID public information campaign, print and broadcast advertisements and partnerships with various service providers.
- Produced print and video materials as signature pieces and promotional items for Downtown DC including newsletters, informational brochures, and press releases; conducted text review and design of Downtown DC website as directed by VP of marketing and communications.
- Coordinated with the District of Columbia government to identify and communicate a citywide message; analyzed current marketing and media approach for BID programs, and made modifications to improve marketing effectiveness and efficiency to resolution,, which lead to increased customer satisfaction.
- Prepared weekly reports and recommendations to management for solutions on current issues; major accomplishments included increasing customer satisfaction from 50% to over 90%.

Presidential Advance Staff Lead/Press Lead/Site Officer – 1999 - 2001

The White House – Washington, DC

- Planned, directed and executed event logistics for Presidential meetings and events in conjunction with state and national entities to include: facility selection, contract negotiations, food and arrangements for audio/visual service, and transportation.
- Conducted oversight of the location and installation of the White House Press Office, the press filing center and worked in conjunction with the White House Communications Agency to implement them.

Public Affairs Specialist – 2000 - 2001

United States Department of Transportation – Washington, DC

- As a spokesperson for the Secretary of Transportation, worked in conjunction with the Director of Public Affairs to plan, develop, organize, and produce of media events.

- Developed and edited press advisories and press releases, scheduled interviews, and prepared briefing materials; traveled with the Secretary, advising him on potential “hot bed” transportation issues and maintaining consistency in message with the Administration.

**Special Assistant to U.S. Congresswoman Stephanie Tubbs Jones – 2000
U.S. House of Representatives – Washington, DC**

- Assisted in the development of a media strategy for the Congresswoman and organized media opportunities on her behalf; Conducted pre-interviews, scheduled interviews, and built media interest for events in the 11th Congressional District of Ohio, and Washington, DC; Developed speeches, prepared briefing materials and produced and managed special events in Ohio and Washington, DC.

**Deputy Communications Director of Press Advance –1999 - 2000
Gore 2000 – Des Moines, IA**

- Created, produced and managed all media aspects of Vice Presidential events in preparation for the Iowa Caucuses; cultivated and maintained a relationship with media on a local, state, and national level.
- Worked in conjunction with the White House Communications Agency and United States Secret Service to coordinate location, design, and construction of all press areas and managed logistics of White House Traveling Press Corps and other national and local media. Developed press advisories, prepared briefing information and talking points and supervised staff and volunteers.

ADDITIONAL PROFESSIONAL BACKGROUND

**Staff Assistant – 1998 - 1999
Congressional Black Caucus Foundation (CBCF) – Washington, DC**

**Assignment Editor – 1996 - 1997
WTVR News Channel 6 – Richmond, VA**

**Associate Producer – 1994 - 1996
Kids Like You and Me (WRIC-Channel 4) – Richmond, VA**

EDUCATION

Virginia Commonwealth University
Bachelor of Science, Sociology (1995)
White House Advance School (1999)

TECHNICAL SKILLS

Microsoft Office Suite
Adobe: Acrobat, Photoshop
Facebook
Twitter

STACEE N. BAKO

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PROFESSIONAL PROFILE

Extensive professional experience in positions of increasing complexity and responsibility, leading and managing United States Air Force Congressional/Legislative liaison organizations, directing public relations offices for major military commands, military leadership staff offices and protocol events and functions. Possesses a diverse background in Congressional relations, interagency communication and protocol, international executive travel and logistics planning, public and media relations, special events planning and organization, and facilitating communications between Department of Defense, Department of State and the US House of Representatives leadership and staff. Extensive experience in the administration and execution of executive travel, including organization, planning, management, advance preparation and the ability to flex in high-pressure situations. Proven record of experience, diplomatic savvy and ability to work effectively with multi-national representatives.

PROFESSIONAL EXPERIENCE

OFFICE OF THE SECRETARY OF DEFENSE, THE PENTAGON

September 2011-present

Secretary of Defense, Advance Staff Lead

- Plans and executes all International and domestic travel logistics and Policy requirements for the Secretary of Defense and Deputy Secretary of Defense and traveling party of 60+ people per trip
- Coordinates on ground with Foreign Government reps; discerns whether itinerary/schedule are fulfilling the Secretary's requirements for information and makes adjustments as needed in a time-critical environment

MAV6, LLC, ALEXANDRIA, VA

May 2011-September 2011

Senior Associate, Corporate Development

- Coordinates/executes all business development opportunities for rapid growth defense tech small business
- Directs all aspects of public relations and strategic communications planning for the corporation
- Coordinates all executive/administrative logistics, travel, scheduling and accounting for corporation CEO

U.S. HOUSE OF REPRESENTATIVES, WASHINGTON D.C.

Director/Deputy Director, Office of Interparliamentary Affairs

October 2009 – April 2011

- Liaison and initial entry point of contact between the US House and foreign parliaments and governments
- Coordinates and executes all logistical requirements for all Speaker of the House domestic/foreign travel
- Direct liaison to all foreign Embassies in the National Capitol Region for the US House of Representatives
- Liaison between the US House and Department of Defense regarding all Congressional travel matters
- Implements and enforces Speaker foreign and domestic travel policies for the entire House
- Responsible for all oversight of Speaker of the House authorized foreign and domestic Congressional delegation travel for the US House of Representatives

UNITED STATES AIR FORCE, THE PENTAGON, WASHINGTON D.C.

Deputy Chief, House Liaison Office

July 2007 – September 2009

- Primary Air Force liaison for House Armed Services Committee. Maintained daily contact with Members and professional/personal staff advocating and promoting AF programs
- Supervised office of 7AF liaisons; responsible for performance reports, training requirements, conduct on duty
- Developed/implemented AF communication strategies for programs and service priorities seeking approval and funding; ensured Congressional offices were informed of rapidly emerging AF issues.
- Cultivated and maintained military, government and industry relations in the interest of AF priorities

UNITED STATES AIR FORCE, THE PENTAGON, WASHINGTON D.C.

July 2006-July 2007

Executive Officer, Deputy Chief of Staff, Intelligence, Reconnaissance & Surveillance

- Executive assistant to AF Chief of Intelligence in all aspects of interaction with Air Staff, Joint Staff and the Defense Intelligence community.
- Acted on behalf of the Chief of Intelligence with other Air Staff elements, major command, and senior USAF, DoD, Joint Chiefs of Staff, Intelligence Community, Congress and other government officials as required.
- Responsible for all international travel planning, logistics, coordination with Host Nation Support and reciprocal visits by Chiefs of Intelligence from other nations.
- Advised the Chief of Intelligence on development, coordination and implementation of USAF intelligence policy, guidance, programs and budgets and assists in resolving key issues, and preparation of Congressional Hearings and Testimony.

PACIFIC AIR FORCES, HICKAM AFB, HAWAII

July 2005 – July 2006

Executive Officer to the Vice Commander Pacific Air Forces and Commander, Kenney Headquarters

- Personal assistant to dual-hatted commander of two units; managed all of commander's business affairs and personal staff of two distinct offices
- Planned, coordinated and executed all logistics, communications equipment and protocol requirements regarding travel to and from 44 countries within the Pacific area of operations.
- Trusted source and confidant regarding staff activities, sensitive personnel issues and all US and International distinguished visitor visits hosted by the commander.
- Composed correspondence, reviews staff packages for the commander's coordination/signature, ensuring accurate, appropriate and timely response for 4 Numbered Air Forces, 9 wings, 45,000 military/civilian personnel, and a \$1.6 billion budget.

PACIFIC AIR FORCES, HICKAM AFB, HAWAII

May 2004-May 2005

Chief, Plans and Programs Division, Pacific Air Forces Public Affairs

- Responsible for command-wide public affairs readiness/mobility programs, peacetime training requirements and strategic communications planning.
- Directed Joint Force Air Component Commander's public affairs actions during Southeast Asia tsunami relief actions; Operation Unified Assistance—the largest Humanitarian Relief mission since the Berlin Airlift
- Led Air Force Public Affairs in planning for defense of Korea strategy, theater contingencies and exercises
- Identifies Public Affairs resources for worldwide joint and combined deployments; develops guidance and annexes to deliberate planning, crisis and contingency plans
- Information Operations planner for Pacific Air Forces for Joint Task Force 519, Pacific Command
- Personally drove effort to change Department of Defense 50-year policy on "neither confirm or deny" the presence of nuclear weapons on USAF training missions in an international environment; saved missions, access issues and diplomatic clearances to work with Allies in the Pacific

OPERATIONAL ASSIGNMENTS WITHIN THE UNITED STATES AIR FORCE

Sept 1989 – May 2004

- **Chief of Public Affairs, 30th Space Wing, Vandenberg AFB, CA:** Led 10-member team directing all aspects of public affairs for Space and Missile Launch and Western Range activities. Hand-selected by Office of the Secretary of Defense to lead media operations for President Reagan's State Funeral at Simi Valley—coordinated needs of over 150 national and international media outlets.
- **Strategic Communications Planner, Deputy Chief of Staff Strategic Communications, Multi-National Force- Iraq:** Lead planner for all communications relating to the conduct of operations of MNF-I. Vehicle commander for convoy operations.
- **Chief of Public Affairs, 48th Fighter Wing, RAF Lakenheath, England:** Directed all aspects of public affairs operations and community relations for the wing commander of the United States Air Force's in Europe's largest combat wing. Engaged media during air operations over Kosovo, medical deployments to Africa, during the crash of two F-15C aircraft in the Scottish Highland and international media relations during 9/11 events.
- **Chief of Protocol, 86th Airlift Wing, Ramstein AB, Germany:** Managed all protocol matters dealing with the largest American military community outside of the United States. Provided protocol support for over 1,000 international and US distinguished visitors for Headquarters United States Air Forces in Europe.
- **Chief of Protocol and Special Projects, 60th Airlift Wing, Travis AFB, CA:** Responsible for all over 3,000 US and International Protocol Visits to the airlift wing and all wing commander special projects to include military ceremonies and visit of the Vice President of the United States.
- **Squadron section commander, 60th Aircraft Generation Squadron, Travis AFB, CA:** Responsible for morale and discipline and all administrative programs for 1,400 aircraft maintenance personnel.

EDUCATION

- | | |
|---|--|
| • Masters Degree, Public Administration | University of Maryland UC/Bowie State University |
| • Bachelor of Arts, Political Science | University of Vermont |
| • Air War College | USAF Air Defense University |
| • Air Command and Staff College | USAF Air Defense University |
| • Squadron Officer School, DG | USAF Air University, Maxwell AFB, AL |

SECURITY CLEARANCE

REFERENCES AVAILABLE UPON REQUEST

(b)(6)

René Carbone Bardorf

(b)(6)

Executive Summary: *A hands-on executive known for strategic and focused leadership, for creating lean and effective teams, and establishing best practices to optimize internal operations, financial accountability and programs that serve all constituents. A thought leader and collaborator that drives positive social engagement by building brands and engaging in traditional and social media to create a movement for change. A nationally recognized subject matter expert in military family readiness, and injured support.*

Employment History:

July 2007 – Present: The Bob Woodruff Foundation: *Founding Executive Director*

- Partnered with award-winning journalist Bob Woodruff, to create the national nonprofit that helps ensure our nation's injured service members, veterans and their families have successful futures
- Raised over \$11.5 million dollars; invested over \$9 million; reached more than 1 million service members, families, and support personnel nationwide
- Certified as one of "America's Best Charities", has approved 117 grants to 54 organizations nationwide, operates at 89-90% of all funds expended on program since inception
- Created *Charitable Investment Program*, a venture philanthropy model of grant making to promote best practices, and reduce duplicative efforts and competing agendas among organizations in the military space by finding and funding the best programs to reintegrate and support service member and their families in gaps areas such as emergency financial assistance and therapies, to larger social issues such as homelessness, unemployment, and suicide
- Created a *Public Awareness and Education Program* to educate the public, through a movement called ReMIND.org, reaching more than 400 million through traditional and new media with a message about the needs of service members returning from war—and our nation's responsibility to care for them
- Successfully spread national grassroots fundraising, social networking and brand awareness campaign to reduce stigmas surrounding hidden injuries of war and spurring citizens to take action
- Created groundbreaking annual benefit, Stand Up for Heroes, featuring celebrities such as Bruce Springsteen, Stephen Colbert, Tony Bennett, Robin Williams, Jon Stewart and others
- Formed a *Collaborate Effort Program* to join forces with experts and organizations at the federal, state and local levels to identify and solve issues related to the return of service members from combat to civilian life

October 2005 – July 2007: United States Marine Corps, Headquarters, Manpower: *Command Advisor – Wounded Warrior Regiment/Marine for Life*

- Senior civilian advisor to Headquarters, Marine Corps for Wounded, Ill and Injured policies and programs
- Founding member and part of working group to create the renowned, "Wounded Warrior Regiment"
- Provided strategic and operational guidance to support to assist injured service members and their families during the phases of recovery, in all components and duty statuses
- Liaised with senior leaders within the Departments of Defense and Veteran Affairs, and non-governmental agencies
- Provided strategic planning guidance on issues related to future operations, case management, marketing, public affairs and best business practices; and provided subject matter expertise on a wide range of issues related to physical and behavioral health, benefits and entitlements, quality of life initiatives, legislative and legal affairs, and charitable organizations
- Conducted site visits to military treatment facilities, VA Poly-trauma facilities, and patient home visits throughout the continental US to gauge successes and/or limitations of programmatic initiatives
- Conducted tactical crisis management interventions with injured personnel and family members

March 2004 – October 2005: Injured Marine Semper Fi Fund: *Co-Founder, Vice-President, President*

- Created founding principles, mission, vision and infrastructure from inception through execution
- Teamed to establish and execute a marketing and fundraising plan that raised more than \$10 million for injured service members and their families during the first sixteen months of operation
- Developed business infrastructure through the acquisition of experienced board members, pro-bono service providers and strategic partnerships including: legal, PR, marketing, business consultation, investments, accounting, database management, and direct mail
- Represented IMSFF at speaking engagements, fundraisers and media events including: *60 Minutes*, *Hardball with Chris Matthews*, *National Public Radio*, *CNN Headline News*, and other print and web media spots
- Represented Fund to high profile donors and supporters including members of Congress, Fortune 500 business leaders, Marine Corps leadership, healthcare professionals and civic leaders

René Carbone Bardorf

- As a volunteer, managed daily operations of IMSFF including: supervision of a nationwide volunteer staff; caseload management; financial grant and in-kind disbursements; financial oversight; consultation with pro-bono partners; PR; media; fundraising; donation processing; and internal controls
- Facilitated daily interactions between IMSFF and injured service members at hospitals nationwide and personally worked over 500 cases, oversaw the work of 1250 cases, and distributed over \$2.3 million in financial assistance to injured service members and their families

September 2000 – July 2004 HG-CAM (Consulting, Advertising and Marketing): *Founder*

- Founded strategic business planning, marketing strategy and boutique-style creative advertising firm
- Increased growth and profits for small businesses by implementing market analysis, brand identity, creative concept development, advertising materials, media buying, graphic design and PR to their small business plans

June 1999 – September 2000: US Marine Corps Headquarters (HQMC) Community Services Division: *Marketing Manager*

- Executive level strategic planner for HQMC's spending of \$522 million on quality of life programming
- Developed, coordinated and executed integrated marketing plans and requirements, and presented training and education materials on strategic planning, marketing, PR, advertising and promotion for marketing offices at local Marine Corps installations worldwide
- Advisor to installations on marketing policy issues, centralized promotion and corporate sponsorship
- Liaison between Family Readiness Division and Recruiting Command on active duty and reserve quality of life issues and marketing strategies

October 1997 – June 1999: US Marine Corps Base (Quantico), Community Services Division: *Marketing Director, (GS-11)*

- Directed Division's Marketing Branch (Division operating budget - \$65mil, Branch operating budget \$600k)
- Developed, pitched and implemented upgraded integrated marketing plans and strategies for six Branches (Retail, Food and Hospitality, Recreation, Family Team Building, Personal Services, Support) and twenty-four Sections
- Planned, coordinated, and conducted market research including: surveys, focus groups, needs assessments, competitive pricing, and creative reviews; managed database and direct mail initiatives; created and implemented a comprehensive production/traffic scheduling and media buying system
- Supervised staff of appropriated and non-appropriated fund marketing and creative personnel
- Served as Public Affairs Officer; conducted public affairs briefings and wrote weekly column in local newspaper

October 1997 – June 1998: US Marine Corps Base (Quantico), Community Services Division: *Area Coordinator*

- Provided quality recreational equipment, programs and services to Marines and their families at Headquarters and Service Battalion, the largest in the USMC with 3,500 Marines
- Coordinated events, budgets, and sponsorship, including bi-weekly outdoor continental breakfasts for 3,500 Marines
- Organized bi-annual "Battalion Sports Day" event, ceremony and luncheon for 600 participants, and created/implemented "Free Recreational Usage" program for Units to improve quality of life programming initiatives

February – October 1997: US Marine Corps Base (Quantico), Community Services Division: *Marketing Specialist*

- Graphic Artist, Event Planner, and Marketing Strategist
- Project construction manager for temporary Officers' Club; supervising 150 Marines during construction phase
- Planned, promoted, and orchestrated 8K race, with total contributions to charity doubling the five year average

December 1994 – March 1996: US Marine Corps, Morale Welfare Recreation, Marketing Division: *Food & Hospitality and Retail Services Marketing Specialist*

- Managed marketing requirements for 23 food venues; created and project managed branding and construction of 10 themed food venues, for a Marine Corps Base population of 150,000 Marines and families
- Produced camera-ready creative concepts and copy for print materials; initiated and managed contracting for outside graphic design, print production, and construction labor; wrote press releases; maintained distribution system for promotional materials; conducted market analysis and patron satisfaction research studies

February – July 1994: Holland Mark Martin: *Account Coordinator*

- Worked with ad agency ranking in the top 25 of Direct Response Agencies by *Advertising Age*
- Managed data-processing, print-personalization, production, creative, budget tracking systems, schedules, and client status

René Carbone Bardorf

February – October 1993: McCann-Erickson Event Marketing/Anheuser-Busch, Inc.: *Event Coordinator, Test Market Program*

- Coordinated promotional events throughout New England for O'Doul's Non-Alcohol Brand
- Liaised with local retail wholesalers and Anheuser-Busch on brand performance, awarded for best sales nationwide

May 1991 – November 1992: Marriott Corporation: *Guest Relations Representative*

June 1988 – May 1991: Castle View Realty Trust: *Marketing / Sales Associate*

Education and Training:

- **Salve Regina University, Newport, Rhode Island**
Bachelor of Arts - Psychology and Marketing Management
- **Harvard University, Kennedy School of Government, Executive Education, Cambridge, Massachusetts**
Certificate - Strategic Frameworks for Nonprofit Organizations
- **Harvard University, Harvard Business School, Executive Education, Cambridge, Massachusetts**
Certificate - Performance Measurements for Effective Management of Nonprofit Organizations
- **United States Army War College, Carlisle Barracks, Pennsylvania**
National Security Seminar Participant

Boards-Panels-Working Groups:

- **Arlington National Cemetery, Board of Advisors, Nominee**
- **Clinton Global Initiative, Veterans Employment Working Group, Member**
- **Comcast Corporation and Annenberg School for Communication, University of Pennsylvania, New Media Exchange, Social Media Seminar for Nonprofit Executives, Panelist**
- **Department of Defense Community and Public Outreach Leadership Roundtable, Member**
- **Jericho Project - Veterans Homelessness Advisory Council, Member**
- **Joining Forces, White House Initiative, Participant**
- **West Point Global Leadership Conference, Subject Matter Expert Panelist**
- **Woodrow Wilson International Center for Scholars, "They Also Serve: Military Families and the Wars in Iraq and Afghanistan," Subject Matter Expert Panelist**
- **US House of Representatives, Veterans Affairs Committee Leadership Roundtable, Member**

Media Appearances:

AARP	FoxNews	Military.com
ABC News, Nightline	Fox, Business News	Military Times
Business Wire	Huffington Post	PR Newswire
CBS News, 60 Minutes	NBC News, Hardball with Chris	Taking Care with Joan Lunden
CNN, Headline News	Matthews	USA Today
Dallas Morning News	National Public Radio, NPR	Washington Post
Defense.gov	News	

Jody Bennett

EXPERIENCE

Advisor to Senator Tom Daschle – DLA Piper

November 2009 – Present

Advisor to Senator Tom Daschle – Alston & Bird

July 2007 – November 2009

- Administered Senator Daschle's professional, political, and personal obligations.
- Advised Senator Daschle on public policy issues including renewable energy and climate change, healthcare reform, and foreign policy and humanitarian issues. This included managing Senator Daschle's client obligations and meeting preparations, as well as national speaking events.
- Coordinated Senator Daschle's political commitments, including his role as National Co-Chair of the Obama for America Presidential Campaign and assisted in administering his political action committee.
- Directed Senator Daschle's public affairs, such as his participation at the Democratic National Convention and other media coverage.
- Served as liaison for Senator Daschle to a variety of his corporate board memberships and non-profit organization affiliations.

Military Legislative Assistant, Senator Tim Johnson (D-SD)

March 2005 – July 2007

- Advised Senator Johnson on defense, foreign relations, veterans, and homeland security issues.
- Oversaw activities related to the Base Realignment and Closure Commission resulting in the South Dakota Congressional Delegation's successful effort to remove Ellsworth Air Force Base from the base closure list.
- Coordinated with the South Dakota delegation to bring a new mission to Ellsworth Air Force Base – the Air Force Financial Services Center.
- Directed all appropriations requests related to defense, military construction, and foreign operations for Senator Johnson, who is a member of the Appropriations Committee.
- Drafted legislation, speeches, memorandum, and committee briefs.

Legislative Aide, Senator Tom Daschle, Democratic Leader (D-SD)

Dec 2003 – Jan 2005

- Researched defense, foreign policy, veterans, and homeland security issues for Senator Daschle and senior legislative staff.
- Drafted memorandum, floor statements, and constituent letters.
- Represented Senator Daschle at meetings with constituents, interest groups, and officials.

Assistant Office Manager, Senator Tom Daschle, Democratic Leader (D-SD)

Feb 2003 – Dec 2003

- Hired and supervised staff assistants, interns, and Senate pages.
- Coordinated general office needs for the Senator and staff

Research Assistant, Senior Editor Lally Weymouth, Newsweek Magazine

Sept 2000 – Dec 2002

- Researched and prepared background briefing materials for interviews.
- Arranged meetings with government and non-government officials in the U.S. and abroad.
- Coordinated T.V. and radio appearances to promote interviews.

EDUCATION

University of Nebraska-Lincoln, Lincoln, NE

August 2000

- Master of Arts in International Relations and Comparative Politics

University of South Dakota, Vermillion, SD

May 1997

- Bachelor of Science in Political Science and a minor in History

MEREDITH BERGER

(b)(6)

(b)(6)

IN BRIEF

A policy communications specialist who is a thoughtful advocate, strategic thinker, and savvy leader with proven abilities to write well, think critically, and communicate clearly.

EXPERIENCE

Gulf Coast Ecosystem Restoration Task Force, U.S. Environmental Protection Agency, Washington, D.C.

The Gulf Coast Ecosystem Restoration Task Force is a Presidential task force with members from 11 federal agencies and the five Gulf coast states. The group was directed to develop a long-term strategy for the restoration of the Gulf of Mexico.

Policy Advisor, April 2011-Present

- As a member of the task force directorate, work closely with a task force comprising high-level representatives from the White House and federal and state agencies.
- Develop and analyze policy materials to support task force activities.
- Craft and refine public outreach, communications and press materials relating to task force activities, including talking points, op-eds and speeches for the EPA Administrator and Task Force Executive Director.
- As primary editor for the restoration strategy, structured the organizational framework and cultivated content to create a final product that reflected the shared priorities of task force members. (Delivered to President Barack Obama December 2, 2011.)
- Coordinated closely with task force teams and work groups, including an 80-person federal-state science team and subject-specific policy and writing teams, to identify, develop, refine and communicate restoration priorities.

Office of Senator Sheldon Whitehouse, Washington, D.C.

Judiciary Committee Fellow, February 2011-April 2011

- Researched committee issues and drafted memos and provided policy and legal analysis to the Senator's Committee counsel.
- Tracked key hearings and information sessions and briefed the Senator's Committee counsel on issues covered.

Alex Sink for Governor Campaign, Tampa, Florida

Rapid Research Analyst, Recount and Voter Protection Lead, (volunteer) October 1, 2010–November 3, 2010

- Conducted rapid research on key issues in preparation for debate, speeches, and to provide ad-hoc briefings.
- While on leave from the Office of the CFO, worked as a volunteer lead for the campaign's voter protection effort, including securing lawyer representatives to monitor polls and assist voters in all 67 counties.
- Researched, prepared and drafted a recount plan consistent with Florida law for a close gubernatorial election.
- Monitored and analyzed poll returns in the war room on election night to advise the candidate on strategy and key decisions.

Office of CFO Alex Sink, Tallahassee, Florida

Florida's Chief Financial Officer is a statewide-elected Cabinet official responsible for \$15 billion in the Florida Treasury and high-level rulemaking, and is one of three trustees who oversees the state retirement funds.

Senior Policy Advisor, March 2010-January 2011

- Excelled in a high-pressure, time-sensitive environment to produce top-quality policy development and analysis for the head of a 2,400-person agency.
- Engaged in the legislative session by tracking and analyzing key legislative proposals to determine their effects on the office, department, and state.
- Synthesized complex information to conduct daily briefings for the CFO on key policy issues, as well as prepared the CFO for meetings, speeches, and public appearances.
- Developed, executed, and communicated policy on behalf of the CFO; selected accomplishments include:
 - *Deepwater Horizon Response Team* (led an intensive effort to advocate for and protect Florida's interests following the 2010 oil spill in the Gulf of Mexico).
 - *Florida Attorneys Saving Homes* (oversaw a program which pairs pro bono attorneys with Florida homeowners facing foreclosure to help homeowners with the modification process).
 - *Florida Vets Connect* (spearheaded a multi-agency program to connect Florida veterans with available benefits).
 - *Health Care Policy Group* (created and led an intra-departmental, interdisciplinary group to monitor and analyze the development and impacts of the Patient Protection and Affordable Care Act, Medicaid, and other state health care issues).

- *Government Cost Savings Task Force* (served as the CFO's delegate to a statewide task force comprising members from the public and private sectors; the group developed 125 suggestions to save more than \$4 billion for the state).

Policy Coordinator, January 2009-March 2010

- Led policy research and development, including **drafting** position papers on a broad array of issues such as economic development, health care, education, climate risk and energy policy, financial risk and insurance, and the housing market.
- **Represented** the CFO in external meetings with key local, national, and international leaders.
- **Developed and implemented** a system to track, evaluate, and document policy initiatives and issues.

Florida Campaign for Change (Obama-Biden Presidential Campaign), Delray Beach, Florida

Deputy Vote Director (volunteer), September-November 2008

- **Created and executed** a voter bloc strategy for key constituencies in a battleground state.
- **Initiated, coordinated, and staffed** events with high-level surrogates and elected officials.

Legal Clerkships

- **Falcone Group**, Boca Raton, Florida, August-December 2007, **researched** property and land use issues; **managed** due diligence issues for large-scale development projects.
- **Legal Aid Services of Broward County**, Fort Lauderdale, Florida, May-August 2007, **conducted** intake interviews in Spanish and **maintained** a full case load of immigration and domestic violence cases; **researched** and **drafted** memoranda in support of motions filed in state and federal courts.
- **Judge** (b)(6) 17th Judicial Circuit, Fort Lauderdale, Florida, May-August, 2006, **reviewed** motions; **researched** and **drafted** orders and appeals decisions.

Hammock Publishing, Nashville, Tennessee

Web Content Producer, June 2004-June 2005

- **Wrote, edited, and managed** content for daily online and print publications, covering tort reform, health care, business regulation, marketing, government and politics.

EDUCATION

Nova Southeastern University, Davie, Florida

Juris Doctor, 2008

Awards and honors and activities include:

- Pro Bono Honors, Highest Performer in Graduating Class (2008); Member, International Law Students Association Journal of International and Comparative Law; Quarter-Finalist (2007-2008), Jessup International Moot Court Competition, Southeast Regional (2008); Advocate, Caribbean Law Initiative, Georgetown, Grand Cayman (2007); Book Awards for American and Caribbean Law (2007), Law and Literature Seminar (2007).

Vanderbilt University, Nashville, Tennessee

Bachelor of Arts, American and Southern Studies, and Spanish, 2004

Awards, honors and activities include:

- Editor in Chief, *Vanderbilt Hustler* university newspaper (recipient, Associate Collegiate Press Pacemaker 2003) (2003); Project Leader, Mayfield Living and Learning Project on Homelessness (2001-2003)

Internships include:

- Media Intern, CNN, *NewsNight with Aaron Brown* (2003); Political Intern, Leadership '02 (Al Gore's Political Action Committee) (2001-2002).

**BAR
ADMISSION**

Florida

No. 0058857

**OTHER
SKILLS**

Research and Writing Skills: Proficient in LexisNexis and Westlaw research systems; proficient in the Associated Press Style Manual and The Bluebook.

Language: Proficient in Spanish, written and spoken; introductory Chinese and French.

Community Involvement: Board Member, Leon County Friends of the Library (2010); Board Member, Tallahassee Bar Association Young Lawyers Section (2010)

ANIKA LOCKE BINNENDIJK

(b)(6)

EDUCATION

The Fletcher School of Law and Diplomacy, Tufts University

- Doctoral candidate, International Security Studies, PhD expected 2009
Dissertation examines security force behavior during popular uprisings in Serbia and Ukraine
2007-2008 Peace Scholar Dissertation Fellow, United States Institute of Peace
- Masters in Law and Diplomacy (MALD) received May 2006
Recipient of the 2006 Edmund A. Gullion Prize for outstanding academic achievement

Woodrow Wilson School, Princeton University

- A.B. *cum laude* received May 2003
Study abroad: Hertford College, Oxford University
Certificate in Contemporary European Politics and Society

PROFESSIONAL EXPERIENCE

Assistant to Sec. Richard Danzig, Senior Foreign Policy Advisor to the Obama campaign (Feb-Nov 2008)

- Provided research support on relevant national security issues.
- Additional details available upon request.

Program Manager, FORTUNE Global Forum (Feb-Nov 2007)

- Developed content and coordinated executive speakers for 2007 Fortune Global Forum in New Delhi, India.

Research Associate, Institute for Foreign Policy Analysis (IFPA) (Jul 2003; May 2004; Sept 2006-Jan 2007)

- Drafted chapter on international coordination of humanitarian responses to 2005 Pakistan earthquake.
- Assisted with Department of Defense project on transatlantic relations.
- Contributed to publication on defense reforms and military modernization in Southeastern Europe.

Research Assistant, NATO Parliamentary Assembly (Sept-Nov 2003; Jun 2004)

- Contributed to NATO PA reports and speeches on transatlantic security issues.
- Assisted with coordination for Serbian parliamentary staff training program.
- Drafted reports on Assembly's plenary session.

Intern, National Democratic Institute for International Affairs (NDI) (Jan-May 2004)

- Assisted with research on political development in Central and Eastern Europe.
- Drafted and edited reports and grant proposals.

Intern, Senate Foreign Relations Committee (Jul-Aug 2002)

- Aided staff members with preparation for hearings on Iraq.
- Provided analysis of Administration testimony on the US-Russian Strategic Offensive Reductions Treaty.

Assistant to Ambassador Robert Oakley, Institute for National Strategic Studies (Jun-Aug 2000)

- Researched US peacekeeping operations and interagency coordination.

FELLOWSHIPS/GRANTS

Peace Scholar Dissertation Fellowship, United States Institute of Peace. Funding for research and writing of doctoral dissertation (2007-2008)

Fellowship, H. B. Earhart Foundation. Stipend for tuition at the Fletcher School. (2006-2007)

Summer Fellowship, Program on Negotiation at Harvard Law School. Funding for dissertation research in

Serbia and presentation of research to PON principals. (2006)

Trustee Scholarship, Tufts University. Full tuition at The Fletcher School. (2004-2006)

Senior Fellow, Humanity In Action. Fully funded six-week program in the Netherlands, Germany, and Denmark on minority rights in Europe. Current member of senior fellows' network. (2002-Present)

Chair of Undergraduate Fellows, Center of International Studies, Princeton University. Assisted in conference planning and international career fair, primary organizer of meetings and student/ faculty dinner discussions. (2003)

Maryland winner, Second place national winner, US Institute of Peace National Essay Contest. Wrote an essay on preventive diplomacy in Macedonia and Somalia. Attended program for state winners in Washington, DC. Received \$5000 in scholarship funds. (1999)

CONFERENCES/EVENTS

Women in International Security, Summer Symposium. presented paper on research in Serbia; received the symposium's "Best Paper" award. (Jun 2008)

Booz Allen Hamilton, Unconventional Warfare Symposium, co-presented research on strategies of popular movements. (Jul 2008)

"Undermining Milosevic's Control Over Serbian Police Forces" Research presentation, Program on Negotiation at Harvard Law School (Oct 2006)

2006 Global Leadership Seminar, Talloires, France. Selected to participate in student program convening representatives from four academic institutions in the United States, Europe, and Asia to discuss contemporary security and economic challenges. (Sept 2006)

"Peaceful Transition: Lessons learned from Georgia and Ukraine." Presented research at United States Institute of Peace public forum. (Oct 2005)

"Preemptive Use of Force: A Reassessment." Student assistant for Fletcher conference. Wrote two reports detailing debates and findings for The Fletcher School website. (Oct 2004)

"Moral Moments: Making the Decision to Combat Injustice." Initiated and organized a day-long symposium convening speakers from the Woodrow Wilson School, Humanity in Action, and the International Center on Nonviolent Conflict on Danish protection of Jewish populations during Nazi occupation. (Oct 2003)

2003 Princeton Colloquium on Public and International Affairs. Assisted in drafting final report: "A World of 'Good and Evil?' The Return to Morality in Public and International Affairs." (May 2003)

"The Global Arena for Nonviolent Struggle" Helped coordinate and served as rapporteur for four-day conference with the International Center on Nonviolent Conflict, US Institute of Peace and Freedom House. Drafted Freedom House conference report. (Jan 2002)

ADDITIONAL EXPERIENCE

Volunteer, Obama for America. Coordinated teams of Fletcher School volunteers in New Hampshire. Managed phone bank in New York's Congressional District 8. Initiated CD8 "building captains" program. Coordinated visibility events. Poll-watched in Brooklyn. (Dec 2007 - Feb 2008)

Teaching Assistant, Department of Political Science, Tufts University. Introduction to International Relations, Professor [REDACTED] (b)(6) Prepared and led weekly discussion section on introductory international relations theory. Conducted reviews prior to examinations and consulted with students in the development of term papers. Graded papers and exams. (Sept-Dec 2005)

Assistant to Professor [REDACTED] (b)(6) The Fletcher School. Collected relevant materials for History 200, The Foreign Relations of the United States to 1917 (Sept-Dec 2004)

Writing tutor, The Fletcher School. Assisted international students through the writing process. (2004-2005)

Web reporter, The Fletcher School website. Reported on Fletcher events. (2004-2005)

Tutor Advanced Placement US Government. Conducted weekly small-group session for Maryland high school students in AP US Government (Jan-May 2004)

Research Assistant to Dr [REDACTED] (b)(6) on US-European relations. (Jun 2003)

Intern, Washingtonian magazine. Wrote articles, edited, researched, fact-checked. (Jun-Jul 2001)

Senior Writer, Daily Princetonian. reported on campus news, wrote, and edited. (Jan 2000- Dec 2002)

Contributor, American Foreign Policy, and Princeton Political Quarterly. (2002-2003)

ARTICLES/PUBLICATIONS

The Mariyinsky Palace Negotiations: Maintaining Peace Throughout Ukraine's Orange Revolution. Case Study, Program on Negotiation at Harvard Law School. Released January 2007 [Jason Campbell, with Anika Binnendijk and Andrew Wilson]

Binnendijk, Anika and Marovic, Ivan. "Power and Persuasion: Nonviolent Strategies to Influence State Security Forces in Serbia (2000) and Ukraine (2004)" Communist and Post-Communist Studies September 2006.

"Extending the Pre-emption Debate: A Reassessment of Current Theory and Practice" and "Extending the Pre-emption Debate: Analysis of Major Themes." The Fletcher School website, October 2004.

Defense Reform, Modernization, & Military Cooperation in Southeastern Europe Edited By Charles M Perry and Dimitris Keridis. (Herndon, VA: Brassey's 2004.) [Contributor]

Binnendijk, Anika, and Binnendijk, Hans, "Mending NATO: How to Save the Alliance" International Herald Tribune May 13, 2003.

Binnendijk, Anika and Dickson, Shona. "Leading the Charge: Muslim Women as a Force for Social Change in the Netherlands." Humanity in Action Fellow Reports, August 2002.

MEMBERSHIPS AND AFFILIATIONS

Women in International Security (2008)

Visiting Scholar, Harriman Institute, Columbia University (2007-2008)

Senior Associate, Democratization Policy Council (2008)

New Leaders Program, Carnegie Council for Ethics and International Affairs (2007-2008)

International Institute for Strategic Studies, student member. (2001-2006)

LANGUAGE

French proficiency

Ms. Chidima Amelia Blyden

(b)(6)

(b)(6)

Qualifications Summary

(b)(6)

- Skilled program manager with extensive experience in the conflict, development and defense policy
- Demonstrated ability to develop, implement, and evaluate complex projects with short deadlines in fast paced and difficult environments for various clients
- Strong interpersonal, writing and communication skills across languages and cultures

Education

George Mason University, Institute for Conflict Analysis and Resolution

Master of Science, Conflict Analysis and Resolution

August 2011

Focus: Organizational and International Conflict in Africa

Texas A&M University

Bachelor of Science, Sociology

December 2002

Professional Experience

**Africa Center for Strategic Studies (ACSS), Defense Security Cooperation Agency (DSCA),
Department of Defense, Washington, DC**

Supervisory Academic Operations Coordinator (USG)

3/2010 to 12/2011 to present

- Provides oversight of operational and logistical planning and support for department and programs
- Supervises support staff of 8; develops Academic section work-plans and calendars; and manages the production of academic materials
- Manages relations between academic support staff, faculty and Deans' office; serves as central point of coordination for other departments and other government agencies
- Implements regulations and develops and administers plans and standardized procedures across section to improve administrative and logistical support to faculty and support staff
- Regulates the Academic Affairs program calendar and timelines to ensure efficient and effective utilization of the section's resources
- Develops work-plans; assists with recruitment of adjunct faculty, facilitators and guest speakers; provides event, program management and logistical support
- Facilitates plans for proposed and approved projects, programs and conferences; attends operations and strategy planning sessions for department using Department of Defense policy guidance

**Africa Center for Strategic Studies (ACSS), Defense Security Cooperation Agency (DSCA),
Department of Defense, Washington, DC**

Academic Associate, English (USG)

12/2007-12/2011

- Conducted independent research and developed academic curriculum for the purpose of expanding the educational capacity of African defense forces
- Researched strategic security issues related to Africa, and to U.S. DoD security policy towards Africa (e.g., counter-terrorism, national security strategy, human security, civil-military relations, defense economics, conflict management, arms proliferation, etc)
- Served as academic lead on 20+ project teams; coordinated and planned logistical, budgetary and operational processes for programs in Sub-Saharan Africa, Europe and the United States
- Monitored and evaluated over 20+ program; developed indicators, created and administered surveys and collected data used to develop reports for distribution to stakeholders and partners on defense policy issues

- Developed and maintained interpersonal and business relationships with embassy and government officials, academics and security sector officers at the most senior level
- Identified best practices and presented recommendations to senior management for drafting policy

MPRI, Alexandria, VA

Academic Associate, English (Contractor)

- Same duties as position listed above. 2007

Wolf Trap Foundation for the Performing Arts, Vienna, VA

2004-2007

Program Coordinator

- Managed \$150k portfolio for Education and Arts Advocacy Outreach programs
- Assisted in creating Wolf Trap Classes series by developing early childhood curriculum and programs
- Assisted in writing proposals and reports to donors for funding and reporting on donor requirements
- Built partnerships with DC and Virginia arts organizations to create networks of arts advocates
- Managed the budgets and operations for children's programming at the Center for Education

ACS State and Local Solutions, Washington, D.C.

2003-2004

Jr. Finance Analyst/ Executive Assistant

- Lead budget officer for department; provided administrative, budget and payroll support to the Vice President and Chief Financial Officer
- Administered accounts receivable and payable invoices and delivered monthly financial reports
- Drafted and reviewed written project documentation and contract deliverables such as vendor subcontracts and statements of work
- Developed marketing collateral materials for ACS Tax & Revenue Services including researching competitor's products and assembling information packets and presentations.

Specialized Work Experience

Conflict Analysis and Peacebuilding Facilitation Work

Monrovia, Liberia

May - July 2011

- Developed and conducted trainings in leadership, mediation and negotiation for various audiences
- Facilitated group dialogues for dispute cases on behalf of the county Mayor's Land commission
- Performed situational assessments for refugees and IDPs from Ivory Coast
- Assessed and resolved post-conflict land disputes and conducted mediation sessions for local groups
- Provided assessments and recommendations to the Liberian Land Commission for the resolution of land and refugee disputes with knowledge of traditional and statutory laws and practices.

Israel/Palestine

Peace and Conflict Projects on the border of Israel and Palestine

March 2011

- Facilitated conflict assessments and trainings on non-violence methods in peacebuilding
- Partnered with local peace groups to develop innovative resolutions to local youth conflicts in Palestine

Specialized Skills

Languages

Native English; Fluent in West African Krio; Advance Beginner French

Information Technology

Microsoft Office Suite; Statistical Analysis Software: SPSS and SAS; Databases: Sales Force and Raiser's Edge

International Travel and Work

Extensive travel and field experience working in Africa (Tanzania, Rwanda, Ethiopia, Uganda, Liberia, Malawi, Zambia, Sierra Leone, Senegal, Morocco, South Africa) and Europe (Germany, England, France, Portugal)

Elana Broitman

(b)(6)

EXPERIENCE

DOD Office of Manufacturing and Industrial Base Policy *April 2013-Present*
Deputy Assistant Secretary

- Managing office responsible for assessing the defense industrial base, including industrial capabilities and technology; approving defense industry mergers, acquisitions and consolidation; investing in essential industries and technologies; and other related matters.
- Representing the Department of Defense on Committee on Foreign Investments approvals.
- Representing the Department of Defense on White House led inter-agency manufacturing committees, as well as in the inter-agency review of the Detroit bankruptcy.
- Managing roll-out of three national manufacturing institutes, which are collaborative private-government joint ventures.
- Supporting Department of Defense leadership in industry and financial sector engagements.

Senator Kirsten E. Gillibrand *March 2009 - April 2013*
Senior Adviser

- Represented Senator Gillibrand on Senate Armed Services Committee and Senate Foreign Relations Committee.
- Advised Senator on matters pertaining to the Departments of Homeland Security, State and Defense's cyber security programs and the national cybersecurity posture.
- Wrote bi-partisan international cybersecurity bill. Bill received significant corporate support, is in the majority cyber legislation, and has led to establishment of a State Department cyber coordinator.
- Passed legislation providing assistance for Haiti, focusing on education, women and justice.
- Amended the National Defense Authorization Act (NDAA) with bi-partisan amendments related to the National Guard, cybersecurity, Afghanistan, and nanotechnology.
- Drafted and passed bi-partisan Iran sanctions legislation.
- Passed legislation providing for LGBT refugee program.
- Obtained funding for New York priorities, including microelectronics and alternative energy projects, in the NDAA.
- Crafted policy and communications for Senator Gillibrand on national security issues, with a focus on international economic and sanctions issues, cybersecurity, the Middle East, and counter-terrorism.

UJA-Federation of New York *Sep 2004 - March 2009*

Director, City Policy and Public Affairs

- Launched and directed Public Affairs program to engage UJA board with federal government and international leaders in advocacy on behalf of UJA-Federation public policy goals.
- Directed advocacy to increase funding for education and social services:

- Secured an annual average of \$25-30 million in City capital funding for 4 fiscal years.
- Increased City funding for immigrant services, workforce development, youth services and mental health services for 4 fiscal years.

Register.com

June 2000 - Aug 2004

Director, Policy and Public Affairs

Co-General Manager, Registry Advantage

- Led 10-person technology division and increased number of clients and revenues by 100%.
 - Won competitive bid in international competition to operate new domain registry (.pro).
 - Formed a joint venture and created a new not-for profit organization to support .org domain registry.
- Testified at:
 - U.S. House Commerce and Judiciary Committee Hearings regarding intellectual property and Internet policy.
 - European Commission regarding Internet competition.
- Represented domain name registrars before Commerce Department, Federal Trade Commission, Justice Department, World Intellectual Property Organization, and the Internet Corporation for Assigned Names and Numbers (ICANN).
- Succeeded in changing regulatory environment in order to allow company to effect acquisition.
- Advised ICANN on elections, non-profit financing, and relationship building with developing countries' non-commercial sectors.
- Participated in United Nations Internet Technology working group.

Pfizer

Oct 1998 - May 2000

Assistant Director, International Public Affairs

- Worked with US Administration, Congress, the European Commission and Japan to address intellectual property and pharmaceutical pricing in: Europe, Japan, and the Middle East.
- Conceived and executed philanthropic program for anti-HIV medicine distribution that addressed media and activist concerns, aided investor relations, and built government relationships.

U.S. Agency for International Development

Jan 1995 - Feb 1996

Legal Counsel in Kyrgyzstan

Senior Rule of Law Adviser, Europe & Newly Independent States

- Developed legal reform projects in the Newly Independent States and coordinated projects across U.S. agencies and with international financial institutions.
- Drafted testimony and implemented communications plan with U.S. Congress.
- Led program, including drafting new laws, to privatize Kyrgyz agricultural complex.
- Developed and executed communication program to expand shareholder protection.

U.S. House of Representatives

Assistant Counsel, Majority Staff, International Relations Committee *Oct 1993 - Dec 1994*

Chief Counsel, Minority Staff, International Relations Committee *Feb 1996 - Oct 1998*

- Developed political strategy for Committee Democrats and helped to advise House leadership

- on foreign policy and trade issues.
- Managed State Department Authorization and Export Administration Act re-authorization, including crafting new rules on technology exports.
- Primary responsibility for international law enforcement programs, the former Soviet states, overseas assistance, and human rights.

Arnold & Porter

May 1991 - Oct 1993

Associate

- Represented clients in antitrust suits, initial public offerings, FTC approval reviews, and contract negotiations.
- Formed Russian joint ventures.

EDUCATION

J.D. with Honors, University Of Texas School Of Law 1991
Notes Editor, Texas Law Review
B.A., cum laude, International Affairs: Minor, Economics, Trinity University 1988
Phi Beta Kappa
University of Freiburg, Germany 1987

CLEARANCE

(b)(6)

OTHER

Council on Foreign Relations, Term Member
The Russian-American Civic Association, Founder

LANGUAGES

Russian
German

L. Reginald Brothers, PhD



EXECUTIVE SUMMARY

Highly skilled senior executive with over twenty-five years of technical, and business development experience within the Department of Defense/Joint Service, Intelligence Community and Federal Research Laboratories. Expertise in new ventures, M&A and multi-national corporate environments.

Uniquely skilled and experienced at interfacing between the Science /Technology and Operational communities to develop high impact technology programs.

Experienced at interacting with the U.S. Special Operations Command, Defense Advanced Research Agency, Federal Research and Development Centers and the National Intelligence Community.

AREAS OF EXPERTISE

- Executive leadership and team building
- Advanced technology development based on understanding of operational needs from direct user engagements.
- Technical expertise in the areas of commercial and military wireless communications, LASER communications, RADAR and LADAR system design, precision location and navigation systems, communication theory, electromagnetic field theory, quantum and non-linear optics, hybrid and integrated RF and microwave circuit design.

CAREER OVERVIEW

BAE Systems

2009 - Present

Director Mission Applications/ Technical Fellow

2007 - 2009

Director Advanced Programs and Technology

Defense Advanced Research Projects Agency

2003 - 2007

Program Manager

Wireless communications and sensor systems

Draper Laboratory

2001 - 2003

Group Leader

Wireless communications and sensor networks

Envoy Communications

1999 - 2001

Chief Architect

End to end product definition of 3G cellular products

MIT Lincoln Laboratory

1986 -1999

Assistant Group Leader

RF and optical communications

PROFESSIONAL EXPERIENCE

BAE Systems

2007 to Present

Director Mission Applications and Technical Fellow (communications and sensor systems)

Responsible for developing and leading Mission Applications team focused on the Communications and Networking Business Area. Mission Applications Team responsibilities include: determining warfighter needs from interviews with operational personnel and architecting technical solutions; identifying, quantifying and determining strategic alignment of new business opportunities. Work with business area team to evaluate potential M&A opportunities. Efforts to date resulted in the additional \$80M projected revenue.

Director Advanced Programs and Technology

Responsible for developing R&D and fast reaction concepts, prototypes and products. Work across the corporation to develop synergistic technology solutions between different lines of business, internal research and development initiatives, sponsored efforts and end user needs. Work extensively with end users to discuss current and future needs and potential technology solutions. Develop and evaluate corporate Internal Research and Development initiatives. Developed communications and sensing concepts for leveraging commercial technologies for the benefit of the traditional services and special forces. Work to partner BAE with small businesses to match best of breed technologies with the corporate capabilities needed to bring successful products to the user. Worked extensively with the Special Operations and Intelligence Communities during the Trident Spectre experiments.

Defense Advanced Research Projects Agency

2003 to 2007

Program Manager

Responsible for conceptualizing, developing and managing research and development programs. Dedicated to providing significant capability enhancement to future Department of Defense (DoD) and Intelligence Community (IC) operations

Three principle components of responsibilities:

1. Interact with DoD, Intelligence Community and operators to understand future threats, needs and projected tactics, techniques and procedures
2. Survey corporate, government and academic research activities to determine state-of-art national technical capabilities
3. Develop, fund and manage technology development programs that serve in the national interests.

Programs:

- \$74M airborne passive bi-static Synthetic Aperture Radar (SAR) program. Achieved successful transition with classified user
- \$93M airborne 3-D Synthetic Aperture LADAR (SAL) program,
- \$35M wireless communication program developing infrastructure-less DSSS networking capability
- \$20M imaging sensor program to mitigate “brown-out” hazards for helicopter pilots.
- \$12M program to enable visible sensors to increase contrast by greater than a factor of ten and enable the user to “see-through” fog and other obscurants
- \$10M program to develop handheld SATCOM terminal with novel processing to enable global coverage and high rate communications with commercial C-band satellites

Developing additional programs in the areas of precision navigation and targeting, ontological reasoning, bio-inspired sensing and underwater propulsion, nanosat space propulsion technology,

mission aware video compression, high rate-range product underwater communications and wireless communications defense

Charles Stark Draper Laboratory

2001 to 2003

Group Leader

Conceptualized, staffed and secured funding (\$5M first year) for research and development group chartered to develop and integrate theory and technology for the demonstration and prototyping of mobile and stationary systems which are distributed in space and decentralized in control. The focus of the group is the development of architectures and systems with robust communications networking, location awareness and information management/fusion from spatially distributed sources.

Leader of internal and sponsored university research and development for communications and networking technology throughout the Laboratory. Responsibilities include individual technical contributions, technical direction, program management and business development. Developed communications and networking technology strategic roadmap and resource requirements. Initiated development of distributed sensor technology focused effort and research team. Developed and organized workshop on Communications and Networking Technology for Distributed Robotics which was attended by over 50 participants including DARPA program managers, faculty from MIT and Princeton and Staff members from JHU APL, BBN, MCNC and others.

Envoy Networks

1999 to 2001

Chief Architect

Responsible for physical layer implementation of 3GPP standards and company proprietary interference mitigation technologies for third generation infrastructure equipment product. Responsible for end-to-end product architectural definition. Directed development and /or acquisition of adaptive antenna techniques, power amplifier (including crest factor reduction) and filter technologies. Developed detailed RF transceiver card architecture. Developed system performance analysis framework and tools. Performed system simulation and comparison with alternative 2G, 2.5G and 3G technologies (IS-136, GSM, IS-95, GPRS, EDGE and CDMA2000). Defined system test strategies and techniques. Delegate to 3GPP, TR46.2 and T1P1 meetings. Member of Business Development team tasked with providing technical and strategic input and presenting company technology to potential customers. Member of core team that developed strategic redirection that led to successful acquisition by Texas Instruments

Assistant Group Leader/Member Technical Staff

Co-managed research and development team consisting of 12 technical staff and 28 support staff. Responsible for schedule and budget. Conceptualized and developed high data rate communication research and development programs. Technical focus was multi-Gbps data rate systems utilizing a mix of RF and photonic technologies. Performed system analysis and simulation. Program architect and Principle Investigator on study to use advanced networking and communication link concepts/technologies to enable the demonstration of an airborne network node with connectivity to multiple laser communication and RF high rate communication sources. Interact routinely with sponsors and potential sponsors (desktop brainstorming to formal briefings) for new business development.

Led system-level design study of high data rate transmission system using both photonic and 94 GHz technologies to determine feasibility of a communications relay capability between an Unmanned Aerial Vehicle (UAV) and a LEO satellite constellation (laser communication), and a mobile ground station (94 GHz communication). Study included network architecture, technology assessment and atmospheric propagation considerations. Effort required state-of-the-art technology evaluation and design and modeling of the effects of gaseous absorption, turbulence and rain on electromagnetic propagation in both the optical and millimeter wave domains.

- Managed the development of a wideband, high data rate, satellite communication test-bed, which required coordination among scientific experts in the areas of link technology development, atmospheric attenuation and depolarization measurements and analysis.
- Performed subsystem definition and hardware design and development for unconventional phased array radar front ends in the 2-20 GHz frequency range. Original designs included: high-speed laser diode modulator, for which a patent was granted; planar radiating elements, fiber-optic feed structures, and GaAs MMIC and hybrid integrated circuits. Designed semiconductor phase shifters, phase locked loops, GaAs T/R modules, slot and dipole antennas, microwave filters and other planar guiding structures. Performed RADAR system analysis. Developed near field antenna range algorithm and code to perform Fourier back-transformation procedure for antenna analysis and calibration. Instructed RADAR system design course taught at the Laboratory

Texas Instruments

1984 to 1988

Program Manager/Microwave Design Engineer/Analog-Digital Design Engineer

Project Manager and technical lead for EW receiver front-end development programs.

Responsibilities included: component design, module design, integration and test, proposal, budget and schedule formulation. Specific component designs included: monolithic GaAs active single-gate and dual-gate MESFET mixers, wideband PIN diode switches and attenuators and microstrip/stripline filters. Designed and developed analog and digital circuitry for built-in test functions for high power RF transmitter.

EDUCATION

- PhD EE, Optical communications and spectroscopy, Massachusetts Institute of Technology
- MS EE, Electromagnetic field and communication theory, Southern Methodist University
- BSEE, Tufts University

TECHNICAL BOARD MEMBERSHIPS

- National Academies Board on Army Science and Technology
- National Academies Air Force Science Board on Intelligence, Surveillance and Reconnaissance
- National Academies Ad Hoc Study on Making the Soldier a Decisive Weapon
- National Academies Panel on Digitization and Communication Science

PATENTS AND PUBLICATIONS

- L. R. Brothers, Jr. et al, "Method and apparatus for received uplinked-signal based adaptive downlink diversity within a communication system", Patent Number: 7,095,987, Aug 22, 2006
- L. R. Brothers, Jr. et al, "Method and apparatus for high resolution tracking via mono-pulse beam-forming in a communication system" Patent Number 6,930,637, Aug 16, 2005
- L. R. Brothers, Jr. Patent #4945542, "Laser Diode Modulator", July 31, 1990
- Moderator, "Using Commercial-Off-The-Shelf Personal Electronic Devices in Tactical Environments", MILCOM 2010

- Session Chair, "Applications and Operational Concepts", MILCOM 2009
- Session Chair, "Advanced Communications Systems" MILCOM 2008
- Session Organizer, "Optical Communications: Systems and Network Technologies, Algorithms and Protocols", MILCOM 2008
- L. R. Brothers, et al, "Real-Time Implementation of a Multiuser Detection Enabled Ad-Hoc Network", MILCOM 2008
- L. R. Brothers, S. Carson, S. Symborski, J. DeBardelaben, "SATCOM-CX", MILCOM, 2007
- Y.Eisenberg, K. Conner, M. Sherman, J. Niedzwiecki, R. Brothers, "MUD Enabled Media Access Control for High Capacity, Low-Latency Spread Spectrum Communications", MILCOM 2007
- D. Cooper, J. Niedzwiecki, D. Haessig, R. Learned, Y. Eisenberg, M.Zoltowski, L. R. Brothers, "Multi-Mission Software Defined Systems", MILCOM, 2006
- L. R. Brothers et al, "Network Coding for Wireless Communications Networks", SPIE conf on Unmanned/Unattended Sensors and Sensor Networks, Brugge, Belgium, Sept. 2005
- L. R. Brothers, et al, "Agile Radio Resource Management for Proactive Wireless Networking", SPIE conf. on Defense Transformation and Network-Centric Systems, Orlando, FL, March 2005
- Invited moderator, " The Business case for Distributed Sensor Networks", IEEE WCNC, New Orleans, LA, March 2003
- Invited speaker, MIT Wireless Forum on "Wireless in the Military", March, 2003
- L. R. Brothers and N.C. Wong, "Dispersion compensation for terahertz optical frequency comb generation", Vol. 22 Issue 13, July 1997
- L. R. Brothers and N. C. Wong, "Optical frequency comb generation for terahertz difference frequency measurements", Proc. SPIE, vol. 2378, p. 222-229, 1995
- L. R. Brothers, D. Lee and N. C. Wong, " Terahertz optical frequency comb generation and phase locking of an optical parametric oscillator at 665 GHz", Optics Lett. Vol. 19, no. 4, Feb.

15, 1994

- N.C. Wong, D. Lee and L. R. Brothers, "Optical frequency measurement and synthesis using nonlinear optical techniques", CLEO '94, vol. 8, 1994
- N. C. Wong, D. Lee and L. R. Brothers, "CW phase-locked optical parametric oscillator as a tunable source for terahertz radiation", Proc. SPIE, vol. 214S, p. 190-199, 1994
- L. R. Brothers and C. H. Cox III, " A high speed phase shifter based on optical injection", IEEE MTT Symposium, 1987

AWARDS

- Technical Fellow BAE Systems, 2009
- "Special Recognition" Award Black Engineer of the Year, 2009
- Office of the Secretary of Defense Medal for Exceptional Public Service for leadership of engineering R&D at the Defense Advanced Research Projects Agency, 2008
- Gold medal Black Belt forms, Zhejiang International Wushu/Kung-Fu tournament, Zhejiang, China 2002
- "Heroes Among Us Award" - Community leadership award, Boston Globe, Fox Sports News Network, Boston Celtics, 1999
- MIT Lincoln Laboratory Staff Fellowship Award 1991-1997
- Microwave Design Award, Texas Instruments 1985

C. David Brown, PhD, PE

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Current: Senior strategic consulting engineer in the areas of test and evaluation planning, test support and facilities, network test, program management, leadership and management of high level strategic organizations, and business development in the above areas. Consultant to the Institute for Defense Analyses and the MITRE Corporation in the above areas. Adjunct professor and instructor in Systems Engineering and Project Management for Johns Hopkins University.

Past Experience:

June 2005 to January 2008 (retired): SES Director of the Combined Test Organization and Executive Director for Test Integration for Program Manager, Future Combat Systems (Brigade Combat Team). In this position, was responsible for planning and overseeing the testing for this revolutionary development program to transform the Army's acquisition as well as warfighting capability. Directly managed a \$2 billion test and evaluation budget. Created and led a unique organization of 160 people, revolutionizing defense acquisition program test and evaluation.

December 1998 to June 2005: SES Director for Test and Technology for the Army Developmental Test Command, oversaw the management of over 1700 tests annually, technical operations at five installations of the Department of Defense Major Range and Test Facility Base and six associated test sites, and an annual budget of over \$450 million in investment in test support and test technology development. Led and managed a high level Army organization of over 300 people with outreach and oversight of the entire Army developmental test and evaluation workforce.

Previous to December 1998: Various technical director positions (GM-14 to 15). Served as the focal point for the Army's application of modeling and simulation techniques to technical test and evaluation. A major initiative was the development of the Virtual Proving Ground, the Army's multi-million dollar, multi-year virtual testing and modeling and simulation for test program. Also served as a test director and ultimately division chief responsible for Army Title 10 Live Fire Test and Evaluation. Early positions as chief engineer and project director for large scale development of test instrumentation and test facilities. Additional research work entered the area of robotic vision, specifically in an uncontrolled environment.

1992 to 1993: Project officer in the Army Test and Evaluation Management Agency, organization in the Pentagon responsible for planning and resourcing for the entire Army portion of the DOD major Range and Test Facility Base, and management of the Army Test and Evaluation budget.

1971 to 2001: Army Officer, Signal Corps, active and reserve, various leadership and staff positions, retired as a Colonel.

EDUCATION AND SIGNIFICANT TRAINING: Ph.D., Electrical Engineering, University of Delaware, 1988; Industrial College of the Armed Forces, MS National Security Policy, 1999; Defense Leadership and Management Program; Command and General Staff College; Science Technology and Public Policy.

CERTIFICATIONS: Registered Professional Engineer; Army Acquisition Corps; (b)(6) Senior Executive Service 1998 to 2008.

AWARDS AND HONORS: Decoration for Exceptional Civilian Service, Meritorious Civilian Service Award; Superior Civilian Service Award; Army Civilian Tester of the Year Award; Army Research and Development Achievement Award; Army and Federal Engineer of the Year Award.

MAJOR PUBLICATIONS AND PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS: Two US patents; Authored numerous technical papers; Program chair, Technical program chair, Session chair, Presenter for numerous technical conferences; Army Reserve Colonel (Retired); International Test and Evaluation Association, Officer and Board Member; Armed Forces Communications Electronics Association, National Defense Industry Association.

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Faye Brown

EXPERIENCE

DEPARTMENT OF DEFENSE, Office of the Secretary of Defense, Personal and Confidential Assistant to the Deputy Secretary of Defense, 3/09 to Present

Provides expert administrative guidance, high level of tact and diplomacy, and assistance in internal office management.

- Provide expert guidance to staff personnel relating to policies, priorities, practices and procedures, assuring efficient operation and relieving the Deputy Secretary from involvement in important but time-consuming details relating to management of programs.
- Undertakes research projects which require the exercise of identification of resources of information, fact-finding research and investigation, analysis, report writing, correspondence preparation and follow-up.
- Serves as a point-of-contact for the office, refers matters out to appropriate offices for study/action, establishes deadlines, monitors progress, personally resolves related problems, disseminates the Deputy Secretary's instructions once decisions are made and ensures directions have been carried out and completed.
- Assembles complex and highly sensitive background information and material as a basis for decision-making. Organizes material for presentation to the Deputy Secretary and use of the office.
- Act as liaison between Executive Secretary Services and Office of the Deputy Secretary Staff coordinating timekeeping and performance appraisals.

RAYTHEON COMPANY, Executive Assistant, 1/08 to 3/09

Supported Senior Vice President of Government Operations and Strategy on all levels of administrative assistance.

- Arranges daily schedule and travel itineraries. Prepares all domestic and international travel.
- Arranges meetings and coordinates calendars, scheduling of conference rooms and video teleconferences.
- Act as liaison with corporate executive staff and Government Operations/Strategy team in coordination of deliverables due to executive management staff.
- Oversees administrative functions of the office including administrative staff.
- Creating spreadsheets and other related materials for briefings.
- Performs duties that are highly confidential and require use of good judgment, discretion and tact.

RAYTHEON COMPANY, Human Resources Specialist, 12/05 to 1/08

Provide assistance to Human Resources Director and Human Resources team through a variety of HR duties:

- Provided counsel and assistance to employees regarding Employee Relations and processes including employee/management concerns, reward/recognition, corrective action policy and benefits information.
- Processed personnel actions to include applicant hires, terminations, promotions, lateral reassignments, rotational assignments, data changes and assignment details.
- Assist in coordination of benefit programs for employees to include compiling of data for reports and hosting yearly benefit vendor program for employees.
- Coordinated candidate interviews with internal staff to include travel and processing of reimbursements through company's financial office.
- Prepared and maintain confidential employee records and files.
- Conducted new hire employee orientation, prepared and posted vacancy announcements and screened resumes for qualification analysis.
- Experience with all levels of executive staff and outside vendors and contractors.

RAYTHEON COMPANY, Executive Assistant, 9/02 to 12/05

Provide executive administrative assistance to Government Relations Vice President and Government Relations team through office duties to include:

- Handle telecommunications and inquires from internal and external customers. Assist team in smooth workflow process for legislative requests and inquiries.

- Maintain calendars, setting up meetings and appointments, and coordinating travel arrangements.
- Team lead in the Human Resources performance process to include setting up meetings between Vice President and team members and coordinating performance appraisals with Human Resources.
- Implemented new hire process and training within Government Relations/Strategy. Coordinate with Business Development offices to ensure newly hired employees were trained and equipped with necessary tools and resources for their position.
- Process and reconcile employee corporate credit card payments and reimbursements in a timely manner through company's finance expense reporting process.
- Assist the Government Relations/Strategy Sr. Vice President, Strategy Vice President and Strategy Team as required.

PRINCE WILLIAM PUBLIC LIBRARY SYSTEM, Secretary, Marketing & Development/Volunteer Office, 10/97 to 9/02

Assist the Volunteer Program Coordinator and Development Officer in recruitment/training of volunteers and marketing for the library system. Provide all areas of assistance to management and customer relations, to include; Coordinate office workflow. Maintain database and confidential file system for 300+ volunteer staff within the library system. Compose correspondence and handling of telecommunications to offices. Collect, compose and maintain statistical information for reports/briefings and other various communication periodicals. Assist in coordination of media and special events to include state and local dignitaries. Maintain budget, purchasing of promotional materials, equipment and supplies. Prepare travel reservations and conference registrations.

PRINCE WILLIAM COUNTY PUBLIC WORKS DEPARTMENT, Secretary, 10/88 to 10/97

Provided all areas of administrative assistance to management and the public including, preparation of correspondence, resolution of citizen requests, telecommunications and mail distribution. Maintain budget for Accounts Payable, contracts and other related files. Collect data for operational reports. Maintain superintendent's schedule and attending monthly committee meetings. Assist in purchasing of asset equipment and supplies for supervisory personnel and subordinate workforce. Arrange/prepare travel and other related documents for transportation, lodging and subsistence. Liaison between the department and temporary contractor in selection of temporary employees, including preparation of schedules and payroll.

MANTECH CORPORATION, Arlington, VA, Receptionist, 5/88 to 10/88

Provide general office duties; to include typing, handling phones and mail distribution for various engineering branches. Greet, assist and document clients/visitors. Assist Security Administrator in data entry for security clearances.

SECURITY CLEARANCE

[REDACTED] (b)(6)

EDUCATION

STRAYER UNIVERSITY, Bachelor of Business Administration/Human Resources, 2007

NORTHERN VIRGINIA COMMUNITY COLLEGE, Associate in Science, Business Administration, 2000

AWARDS/CERTIFICATIONS

SIX SIGMA CERTIFICATION, Raytheon Company, 2005

PRINCE WILLIAM COUNTY EXECUTIVE'S AWARD, Prince William County Government, 1996

M. Elaine Bunn

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Summary Department of Defense senior executive with 35 years experience in national security, formulating strategic concepts and analysis to generate practical solutions to top-tier US national security concerns. Particular expertise in US strategic capabilities (nuclear, missile defense, space, cyber, advanced conventional) as related to deterrence, assurance and stability goals in Asia, Europe and the Middle East. Extensive experience in facilitating productive dialogue within the DoD, the interagency community and with international partners (b)(6)

Experience **Institute for National Strategic Studies, National Defense University** Washington, DC
Distinguished Research Fellow; Director, Future Strategic Concepts Program Oct 2000 – Present

- Provide strategic assessments and tailored reports supporting policy and programmatic deliberations by senior DOD leadership. For example:
 - Insights: Designed, planned and conducted tabletop exercise in March 2010 to examine contingencies in which a President might prefer to employ conventional prompt global strike systems. The report was the basis of briefings to officials conducting the DoD Long-Range Strike Study as well as to USDP, USDA and the STRATCOM Commander in support of the Secretary of Defense.
 - Strategic concepts: Extensive writing and speaking experience on broader concept for deterring potential adversaries using a wide array of tools, military, diplomatic, economic, financial, and legal. Lead discussions with foreign communities of interest to U.S. policy development, assessing differences in strategic outlook and working toward shared definitions of strategic context and practical cooperative approaches to strategic issues (including a decade of dialogues with China on strategic stability, workshops in India and Pakistan on nuclear security and crisis stability, and more than 50 meetings with Japanese, South Korean, NATO, and Australian officials and non-government thinkers on broadening concepts of extended deterrence and assurance).
 - Nuclear Posture Reviews (NPRs): Executive Director of first NPR (1993-4); participant/advisor from NDU for 2001 NPR; chaired Strategy/Policy work for beginning of 2009-10 NPR, including review of targeting guidance with OSD, JS, and STRATCOM, which formed the basis for the initial New START Treaty negotiations in June 2009.

Office of the Secretary of Defense Washington, DC
OSD Analyst at RAND (IPA exchange) Oct 1998 – Oct 2000

- Major projects included assessment of conventional air capabilities for interdicting mobile ground combat forces in future joint operations, and framework for strategy development in next QDR.

Principal Director, Nuclear Forces and Missile Defense Policy, OUSDP Sept 1993 – Sept 1998

- Made policy recommendations to senior officials and represented OSD in interagency and international meetings on nuclear weapons and missile defense policy issues as well as early warning sharing; chaired NATO Proliferation Group on active defense. Managed staff of directors, analysts and administrators, in coordination with Deputy Assistant Secretary of Defense.
- Served as Executive Director of the 1993-94 Nuclear Posture Review, managing six working groups and briefings to co-chairs (ASD Ash Carter and JS/JS General Wesley Clark), SecDef/CJCS, and President, and coordinating with DoD stakeholders, interagency and international partners.

Deputy Director, Missile Defense Policy, OUSDP Apr 1986 – Aug 1993

- Coordinated allied cooperation on missile defense, including negotiating MOUs.

	<i>Analyst, Strategic Arms Control Policy</i>	Nov 1984 – Mar 1986
	▪ Developed/analyzed strategic nuclear arms control options and assessed Soviet compliance.	
	<i>Analyst, Theater Nuclear Forces Policy</i>	June 1982 – Oct 1984
	▪ Action officer for intermediate-range nuclear force deployments in NATO and arms control negotiations with Soviet Union.	
	<i>Presidential Management Intern</i>	June 1982 – Oct 1984
	▪ Rotational assignments as staff analyst in OSD Manpower, Program Analysis and Evaluation, Mutual Balanced Force Reductions negotiations (Vienna), and at State Department (PM).	
	U.S. Arms Control and Disarmament Agency, Department of State	Washington, DC
	<i>Staff Assistant/Intern</i>	Sep 1978 – May 1980
	Congressional Research Service	Washington, DC
	<i>Research Assistant to senior specialist in national security and arms control</i>	July 1977 – Aug 1978
	State Government of Georgia	Atlanta, GA
	<i>Staff Assistant to Lieutenant Governor</i>	Sept 1975 – Jan 1977
	U. S. Senate	Washington, DC
	<i>Intern to Senator Sam Nunn</i>	Jan 1974 – Mar 1974
Education	National War College	Washington, DC
	Graduate, Resident Program	Aug 1987 – June 1988
	Johns Hopkins School of Advanced International Studies	Washington, DC
	Master of Arts, International Relations	Sept 1978 – June 1980
	Université de Neuchâtel	Neuchâtel, Switzerland
	Fulbright Scholar	Aug 1974 – July 1975
	University of Georgia	Athens, GA
	Bachelor of Arts, <i>magna cum laude</i> , International Political Communications	June 1971– Aug 1974
Professional Activities	Chair, CSIS Project on Nuclear Issues (PONI) Board of Advisors, Jan 2012 – Present	
	Strategic Posture Commission, 2008-09, expert working group member	
	Defense Science Board, 2003 Strategic Strike Study, advisor	
	Member, Board of Visitors, School of Public and International Affairs, University of Georgia, 2005-Present	
	Women in International Security (WIIS) Member, ~1985 – Present	
	Senior Mentor, Program for Emerging Leaders, Center for the Study of Weapons of Mass Destruction, 2009-Present	
Selected Publications	"Conventional Prompt Global Strike: Strategic Asset or Unusable Liability?" (with Vincent Manzo). Institute for National Strategic Studies Strategic Forum 263 (Washington, DC: National Defense University Press, 2011).	
	<i>Toward a Theory of Spocpower: Selected Essays</i> (with Charles Lutes and Peter L. Hays, editors, and Vincent Manzo and Lisa M. Yambrick). (Washington, DC: National Defense University Press, 2011).	
	"The Future of US Extended Deterrence," in <i>Perspectives on Extended Deterrence</i> , Recherches & Documents N° 03/2010, Bruno Tertrais, Editor. (Paris: Fondation pour la Recherche Stratégique, 2009).	
	"The Obama Administration's Nuclear Policy and Implications for East Asian Security." Published on-line at http://www.nids.go.jp/english/event/symposium/e2009.html . Also published as a hard-copy book in Japanese and English (Tokyo: National Institute for Defense Studies, 2009).	

"Extended Deterrence and Assurance," in Exploring the Nuclear Posture Implications of Extended Deterrence and Assurance, Clark A. Murdoch and Jessica M. Yeats, Editors. (Washington, DC: Center for Strategic and International Studies, 2009).

"Force, Preemption and WMD Proliferation," chapter in Combating Weapons of Mass Destruction: The Future of International Nonproliferation Policy, Nathan Busch and Daniel H. Joyner, Editors. (Athens, Ga: University of Georgia Press, 2009).

"Deterrence and Defense," in America's Security Role in a Changing World: Global Strategic Assessment 2009, Patrick Cronin, Editor (Washington, DC: National Defense University Press, 2009).

"Proliferation and the Militarization of Space," in America's Security Role in a Changing World: Global Strategic Assessment 2009, Patrick Cronin, Editor (Washington, DC: National Defense University Press, 2009).

"Dissuasion and the War on Terror: What is Meant by Dissuasion, and How Might it Apply to the War on Terror?" (with Charles D. Lutes), in Five Dimensions of Homeland and International Security, Esther Brimmer, Editor (Washington, DC: Center for Transatlantic Relations, The Johns Hopkins University, 2008).

"The Emerging Global Security Environment" (with Stephen J. Flanagan and Charles D. Lutes), in Strategic Challenges: America's Global Security Agenda, Stephen J. Flanagan and James A. Schear, Editors (Washington, DC: National Defense University Press and Potomac Books, 2008).

"Transforming Defense Strategy and Posture" (with Christopher Cavoli, Christopher Lamb and Charles D Lutes) in Strategic Challenges: America's Global Security Agenda, Stephen J. Flanagan and James A. Schear, Editors (Washington, DC: National Defense University Press and Potomac Books, 2008).

"*Can Deterrence Be Tailored?*" Institute for National Strategic Studies Strategic Forum 225 (Washington, DC: National Defense University Press, 2007).

"Deploying Missile Defense: Major Operational Challenges," Institute for National Strategic Studies Strategic Forum 209 (Washington, DC: National Defense University Press, 2004).

"Preemptive Action: When, How, and to What Effect?" Institute for National Strategic Studies Strategic Forum 200 (Washington, DC: National Defense University Press, 2003).

A Framework for Strategy Development (with John C. McGinn, Gregory F. Treverton, Jeffrey A. Isaacson and David C. Gompert). (Santa Monica: RAND National Defense Research Institute, 2002).

"Regional Conflicts with Strategic Consequences" (with David E. Mosher and Richard D. Sokolsky), Institute for National Strategic Studies Strategic Forum 183 (Washington, DC: National Defense University Press, 2001).

"The U.S. Strategic Posture Review: Issues for the New Administration" (with Richard D. Sokolsky), Institute for National Strategic Studies Strategic Forum 177 (Washington, DC: National Defense University Press, 2001).

"Strategic Nuclear Forces and National Missile Defense: Toward an Integrated Framework," in QDR 2001 Strategy-Driven Choices for America's Security, Michèle A. Flournoy, Editor (Washington, DC: National Defense University Press, 2001).

Sharon E. Burke

Center for a New American Security • 1301 Pennsylvania Avenue, NW • Suite 403 •
Washington, DC 20004 •

(b)(6)

Professional experience

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Assisted with constituent relations and state-related issues.

Education

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

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

1984-1988 Williams College Williamstown, MA
Bachelor of Arts

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

Awards

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

Grace E. Butler

(b)(6)

EDUCATION

MAS degree- Master of Administrative Science
1992-1994 Johns Hopkins University, Baltimore, Maryland

Bachelor of Science degree-Business Administration
1987-1989 Columbia Union College, Takoma Park, Maryland

Associate of Arts degree- Medical Assistant
1984-1985 Columbia Union College, Takoma Park, Maryland
1983-1984 Colegio De Adventista, Sagunto, Spain
1982-1983 Columbia Union College, Takoma Park, Maryland
1981-1982 Newbold College, Binfield, Bracknell, Berks, England
1980-1981 Columbia Union College, Takoma Park, Maryland

EXPERIENCE

John D. Butler, Jr., M.D., F.A.C.S., PLLC/ General Surgery: WHC
Washington, DC/ 2003-2007

Office Manager/ Medical Assistant: Assisted physician in exam room, scheduled patient appointments and surgical procedures, verified patient insurance information, conducted meetings with pharmaceutical reps, ordered office and medical supplies, performed patient assessment and measured vital signs, organized and filed patient medical records

Mother/Homemaker: 1997 to present

Manage household of four, organized mother's group and activities, volunteered at (b)(6) Silver Spring, MD, organized church functions, high school reunions and coordinated three weddings

Chakarot Sukachevin, M.D., F.A.C.O.G.: Silver Spring, MD/ 1985-1996

Medical Assistant: assisted the physician in minor medical procedures (e.g. pap smears, cervical and endometrial biopsies, colposcopies etc.), gathered patient history and information, assessed patient needs, phlebotomy, took vital signs, scheduled patient appointments, ordered

office and medical supplies, organized patient files, retrieved patient records and reports

Student Missionary@ Colegio De Adventista: Sagunto, Spain/ 1983-1984

Physical Education Teacher Assistant: Taught 3-4 Phys Ed classes and organized school sport events; high school

Washington Adventist Hospital: Takoma Park, MD/ 1978-1983, 1984-1985

Data Processing Clerk: Processing payroll checks

Admitting Office Assistant: Registering and assessing patients, filing, processing patient information, and telecommunication

Bed Control Officer: Managing in-patient bed assignments, gathering census data, problem solving with nurse coordinator and physicians

ACTIVITIES

Home and School Co-Leader: [REDACTED] (b)(6) Olney, MD-2003-2006

Member of [REDACTED] (b)(6) School Board 2003-2006
Organized fund raisers and school social activities for the entire school year.

Social Chair: [REDACTED] (b)(6) 2007 to present
Organize school activities (e.g. "Harvest Party", "Fall Festival", etc.)

Children's Ministries, Co-Leader; 2007 to present
Organize school chapels, "Week of Prayer", and mission projects (e.g. "Manna Food", etc.)

Classroom parent: organizing classroom parties, fund raisers
Coordinate cultural art fairs and book fairs.

AWARDS

[REDACTED] (b)(6) Founders Award in recognition of "Above and Beyond" Service/ June 2007

SKILLS

Excellent interpersonal communication and presentation
Medical Office Management
Medical Office Assistance
Typing
Email, Telecommunication

REBECCA BILL CHAVEZ

(b)(6)

EDUCATION

Stanford University, Political Science Department. Ph.D. earned in 2001, M.A. earned in 1996.
Fields: International Relations and Comparative Politics. Dissertation on the rule of law in Latin America.

Princeton University, Woodrow Wilson School of International and Public Affairs. A.B. earned in 1993.
Graduated Phi Beta Kappa with a certificate in Latin American Studies.

PROFESSIONAL EXPERIENCE

United States Naval Academy (USNA), Political Science Department

2002-present. Promoted to Associate Professor with tenure in 2006. Promoted to Full Professor in 2012.

As a senior faculty member, I have maintained an active research agenda while taking on leadership roles and significant service responsibilities and while teaching courses on Latin American politics, international security, and comparative politics.

Research: My scholarly work focuses on democratization and the rule of law in Latin America, Western Hemisphere security, and U.S. policy toward the region. I strive to remain a leader in the field of democratic consolidation, and my research continues to explore how nascent democracies build the rule of law. Other scholars of democratization now apply my theory of political fragmentation to cases in Latin America, Asia, and Africa. My Stanford University Press book, scholarly articles, and chapters are required reading for courses at both the undergraduate and graduate levels. I also publish on defense policy and security strategy. For instance, my 2012 *Joint Forces Quarterly* article is based on the premise that the integration of human rights and public security into a single coherent agenda is of critical importance for stability and democracy in Latin America and the Caribbean. Recent presentations include *Combating Gang Violence in the Caribbean: Lessons from Central America's Northern Triangle*, *The Militarization of Law Enforcement: Integrating Human Rights and Citizen Security*, and *Preventing a Regional Arms Race: Trust and Transparency*.

Leadership and Service: I have sought leadership positions and meaningful service activities at USNA. My colleagues in the Political Science Department elected me to serve as their representative on the Faculty Senate. My fellow Senators then elected me twice to serve on the Senate Executive Committee. I twice served as Faculty Chair for the Naval Academy Foreign Affairs Conference (NAFAC), which involved planning and oversight of one of the largest undergraduate foreign affairs conferences in the world. NAFAC is a week-long conference with year-round planning and an annual budget of over \$100,000 (not including in-kind contributions). Responsibilities include developing a conference theme (*Beyond Borders: Latin America and Caribbean Basin in the 21st Century* and *Bridging the Gap: Combating Global Poverty*), securing speakers, and selecting substantive topics for fourteen roundtables. NAFAC's annual participants include over 150 students from around the world, over 20 civilian and military advisors, and VIP speakers. I brought in important policy and academic speakers, including Ambassador Luigi Einaudi, Senator Christopher Dodd, Admiral James Stavridis, Dr. Paul Farmer, Dr. Paul Collier, and Nicholas Negroponte. The Dean selected me to serve on the USNA Admissions Board, which is a high profile, demanding responsibility. In addition, I helped found and grow the Latin American Studies Forum at USNA, which creates opportunities for midshipmen who are interested in the region. The Forum brings in speakers from a diverse set of disciplines to share their knowledge with the midshipmen. In the Political Science Department, I have contributed heavily to hiring decisions.

Teaching: My courses are among the most popular in the Political Science Department and are known for their rigor. I have developed and taught a variety of courses, including U.S.-Latin American Relations, Latin American Politics, Western Hemisphere Security, Democratization, and Transnational Criminal Networks.

Office of the Secretary of Defense for Policy

Principal Strategic Advisor on Western Hemisphere Affairs, 2009-2010 Academic Year.

Policy Development: As Principal Strategic Advisor, I developed and coordinated a comprehensive defense strategy for the Western Hemisphere, which former Secretary of Defense Robert Gates signed into action in February of 2011. Areas of focus included Latin America's relationship with China and Iran, transnational criminal networks, gang violence, illicit trafficking, U.S. defense cooperation in the region, and the viability of hemisphere-wide disaster relief mechanism. In addition, I was the author of a proposal that called for dedicated

REBECCA BILL CHAVEZ

(b)(6)

funding for military human rights training in Latin America and the Caribbean. The proposal was accepted. I was also the author of a Strategic Communications Plan for Latin America.

Policy Coordination: As the author of the Defense Strategy for the Western Hemisphere, I took the lead in the coordination and implementation of the strategy within OSD Policy, including Plans and Strategy, and with other DOD components, including U.S. Southern Command (USSOUTHCOM), U.S. Northern Command (USNORTHCOM), and Joint Staff Americas Division. I also coordinated the document with representatives from the State Department and the U.S. Agency for International Development. In addition, I represented OSD Policy Western Hemisphere Affairs in Guidance for Employment of the Force (GEF) discussions, which required close interaction with interagency partners.

Travel for OSD Policy: Western Hemisphere Institute for Security Cooperation (WHINSEC) in Fort Benning, GA to assess the human rights curriculum; Ottawa, Canada to support efforts to increase trilateral defense cooperation (U.S., Canada, Mexico) and to encourage Canada to assume greater responsibility for hemispheric security; Guantanamo Bay, Cuba to study mass migration scenarios for the Defense Strategy; Joint Interagency Task Force South (JIATF-S) in Key West, FL to conduct research for the Defense Strategy.

U.S. Southern Command Advisory Panel

Served under Admiral James Stavridis and General Douglas Fraser, 2007-present.

As an advisor to USSOUTHCOM, I travel to the region with the Combatant Commander and interact with senior military officers and civilians on political and policy matters. In Chile, we focused on emerging security threats in the Southern Cone. In Colombia, discussions focused on President Uribe's democratic security and lessons learned from Plan Colombia. In Guatemala and Haiti, we had in depth discussions with a variety of actors involved in the public security crisis from President Colom of Guatemala to human rights leaders to the head of the U.N. Mission in Haiti. In Brazil, discussions with the U.S. Ambassador, the Brazilian Minister of Defense, academics, and civil society members focused on the implications of Brazil's status as an emerging global power. In Colorado Springs and El Paso, TX, we had in-depth conversations with the USNORTHCOM Commander and DEA, ATF, FBI, and Border Control agents. Whenever I travel to the USSOUTHCOM area of responsibility, I interact closely with our country teams, which has provided insight into the interagency process.

Public Speaking: I have developed extensive experience speaking on panels and to large audiences on a variety of topics relevant to security, defense policy, human rights, and democracy. Recent panel participation includes gang violence and illicit trafficking in the Caribbean and effective U.S. military support for Central America's fight against transnational organized crime.

Professional Recognition and Awards: I have received multiple grants to conduct research in Latin America, including a Fulbright Scholarship, an American Political Science Association Grant, and a Tinker Foundation Grant. I have also been recognized for excellence in teaching at both the Naval Academy and Stanford University.

OUTSIDE EXPERIENCE

Member of U.S. European Command Advisory Panel for ADM Stavridis, 2009-present.

Member, Council on Foreign Relations.

Reviewer for National Science Foundation (Grant Proposals), *World Politics*, *Latin American Politics and Society*, *Journal of Latin American Studies*, and *Latin American Research Review*.

Member, St. Coletta Special Needs Public Charter School Board.

Middle Atlantic Council for Latin American Studies, former member of Executive Committee (elected position), former chair and organizer of the Council's annual conference, chair of multiple award committees.

REFERENCES

(b)(6)

SELECTED PUBLICATIONS

Book

The Rule of Law in Nascent Democracies: Judicial Politics in Argentina. Stanford: Stanford University Press, 2004.

Book Chapters

"A Theory of the Politically Independent Judiciary: A Comparative Study of the United States and Argentina." In *Courts in Latin America*, edited by Gretchen Helmke and Julio Ríos Figueroa, Cambridge: Cambridge University Press, 2011. Pages 219-247. Co-authored with John Ferejohn and Barry Weingast.

Also published in Spanish:

"Una teoría del Poder Judicial independiente políticamente: un estudio comparativo de los Estados Unidos y Argentina," *Tribunales Constitucionales en América Latina*, coordinado por Gretchen Helmke y Julio Ríos Figueroa. Mexico City: Corte Suprema de la Nación (published by the Mexican Supreme Court), 2010.

"The Rule of Law and Courts in Democratizing Regimes." In *Oxford Handbook of Law and Politics*, edited by Keith E. Whittington, R. Daniel Kelemen, and Gregory A. Caldeira (Oxford: Oxford University Press, 2008). Pages 63-80.

"Medición de la autonomía judicial." In *Desempeño E Independencia de la Justicia Criminal y Correccional Federal de la Capital Federal*, edited by Enrique V. del Carril (Buenos Aires: Foro de estudios sobre la administración de la Justicia), 1999. Pages 58-70.

Articles in Peer-Reviewed Journals

"Integrating Human Rights and Public Security: The Challenges Posed by the Militarization of Law Enforcement." *Joint Forces Quarterly* (January 2012) vol. 64, no. 1.

"The Quest for Justice in Latin America," *Latin American Politics and Society* (Spring 2010) vol. 52, no. 1: 155-163.

"The Appointment and Removal Process for Judges in Latin America: The Role of Judicial Councils and Impeachment Juries in Promoting Judicial Independence." *Latin American Politics and Society* (Summer 2007) vol. 49: 33-58.

"Democracy Challenged: Latin America in the Twenty-First Century." *Taiwan Journal of Democracy* 1, no. 1 (July 2005): 169-190.

"Divergent Experiences with the Rule of Law: A Comparative Analysis of Chile and Argentina." *Latin American Essays* 18 (Spring 2005): 1-19.

"The Evolution of Judicial Autonomy in Argentina: Establishing the Rule of Law in an Ultrapresidential System." *Journal of Latin American Studies* (Cambridge University Press) 36, no. 3 (August 2004): 451-478.

"The Construction of the Rule of Law in Argentina: A Tale of Two Provinces." *Comparative Politics* 35, no. 4 (July 2003): 417-35.

Book Reviews

"Legal Tolls." Book review of *The Judicial Response to Police Killings in Latin America: Inequality and the Rule of Law* by Daniel Brinks, Cambridge University Press, 2008. Published in *Review of Politics* (2009), 71: 167-169.

Book review of *Argentine Democracy: The Politics of Institutional Weakness* by Steven Levitsky and María Victoria Murillo eds. University Park: Pennsylvania State University Press, 2006. Published in *The Americas* (April 2007): 695-697.

TARUN CHHABRA

(b)(6)

EXPERIENCE

HARVARD UNIVERSITY <i>Graduate Fellow, Edmond J. Safra Center for Ethics</i> <i>Teaching Fellow, "American Constitutional Law," Department of Government</i> Harvard University Certificate of Distinction in Teaching	2011-12
MCKINSEY & CO. <i>Summer Associate, Philadelphia and Washington, D.C.</i>	June – August 2011
HOGAN LOVELLS LLP <i>Summer Associate, Washington, D.C.</i>	June – August 2010
STANFORD UNIVERSITY <i>Consultant, Center for International Security and Cooperation</i>	2009-10
GOOGLE <i>Summer Associate, Emerging Markets Communications and Public Affairs, London and Moscow</i>	June – August 2007
NORWEGIAN MINISTRY OF FOREIGN AFFAIRS <i>Consultant and speechwriter, Offices of the Director-General for Security Policy and the Foreign Minister</i>	2006-8
UNITED NATIONS <i>Associate, Executive Office of the Secretary General, New York</i> <i>Research Officer, Secretary-General's High-level Panel on Threats, Challenges and Change, New York</i>	2004-5

EDUCATION

OXFORD UNIVERSITY <i>Doctor of Philosophy (DPhil), International Relations</i> <i>Master of Philosophy (MPhil), International Relations</i> Marshall Scholarship, Clarendon/Overseas Research Studentship, Merton Domus Scholarship	expected 2012 2007
HARVARD LAW SCHOOL <i>Juris Doctor (JD) with honors</i> Paul and Daisy Soros Fellowship for New Americans, Harvard College Tutor (Cabot House), Truman National Security Project Fellowship	2011
MOSCOW STATE INSTITUTE FOR INTERNATIONAL RELATIONS (MGIMO) <i>Visiting Student</i> Fulbright Fellowship	2002-3
STANFORD UNIVERSITY <i>Bachelor of Arts (BA) with distinction, Russian Language and Literature, and International Relations</i> Phi Beta Kappa, Honors in International Security Studies, President's Award, Stanford in Government Distinguished Service Award	2002

LUCIA CHO

(b)(6)

CAREER PROFILE

Results-oriented, bi-lingual, energetic young professional with over a year government contractor experience to include working in the Office of the Under Secretary of Defense (Comptroller) organization as the Acting Confidential/Executive Assistant to the Under Secretary of Defense (Comptroller) a Presidentially-appointed Senate-confirmed official who is the Secretary of Defense's Senior Chief Financial Officer for over \$600 billion in Annual Defense spending, and over 10 years of entrepreneurial restaurant and hospitality experience. Works exceptionally well for and with the Principal Deputy, Comptroller Executives/Team Leaders, Military Management staff, and interagency personnel. Tackles and solves problems, takes initiative and possesses the tact and diplomacy to interact with senior Department of Defense officials such as the Office of the Secretary of Defense, Members of Congress and Cabinet Secretaries. Knowledgeable of Department of Defense programs. Strong communication skills and speaks and writes in English and elemental Korean.

PROFESSIONAL EXPERIENCE

Department of Defense

Office of the Under Secretary of Defense (Comptroller) - OUSD(C)

Pentagon, Washington, DC

Front Office

May 2008 - Present

Acting Confidential/Executive Assistant to Comptroller

- By name request to provide administrative, management and customer service support to the Under Secretary of Defense (Comptroller), the Principal Deputy, and the Front Office Military Management staff
- Maintains official and personal calendars of appointments for the Under Secretary of Defense (Comptroller) and the Principal Deputy to include meetings with the Secretary of Defense, Senior White House and Department of Defense officials and private sector Chief Executive/Finance Officers on an hourly basis
- Serves as liaison between the Under Secretary of Defense (Comptroller), Principal Deputy, staff members, Members of Congress, White House Staff and other Federal Agencies with coordinating action items to include Comptroller internal and external suspenses and office/call visits
- Research, gather and coordinate information for budget program issues and prepare briefing materials that includes read-aheads and briefing books for Under Secretary of Defense (Comptroller)
- Works closely with Comptroller Action Officers to ensure the Under Secretary of Defense (Comptroller) is properly briefed and prepared for Secretary of Defense meetings, Congressional hearings and testimonies
- Works closely with DoD SES and interagency personnel to support high-level foreign embassy visits
- Provides VIP escort service as required
- Serves as Liaison Officer between the OUSD(C) and the Pentagon Force Protection Agency for critical VIP mission escort movements to include the coordination of transportation and escort security details
- Created and organized a tracking system for the OUSD(C) Front Office records, files, congressional correspondence and reference materials

Department of Defense

Office of the Under Secretary of Defense (Comptroller) - OUSD(C)

Pentagon, Washington, DC

Directorate of Management and Administration

November 2007 - January 2009

Executive Assistant

- Collected, tracked and updated Department of Defense Civilian Employee Certified payroll information for 150 personnel into the Defense Civilian Pay System (DCPS)
- Trained new Time and Attendance Administrators on the OUSD(C) Timecard Database and on DCPS
- Established security access and procedures for new personnel
- Processed Executive correspondence
- Maintained work furlough statistical data for Comptroller critical positions
- Responsible for the Under Secretary of Defense (Comptroller) official stationary project
- Ordered and tracked supplies for the OUSD(C) Front Office as needed under the direction of the Human Capital Administrator
- Responsible for and implemented a classified materials disposal/destruction process according to regulations for the OUSD(C) Front Office Military Management staff
- Obtained and distributed OUSD(C) classified and unclassified mail accordingly

LUCIA CHO

...Page 2...

The Dock at Lansdowne

Leesburg, VA

Dining Room Supervisor, Trainer & Server

March 2007 – November 2007

- As a Dining Room Supervisor mentored and motivated employees on outstanding customer service standards
- Created training materials for servers and food runners to include practice sheets, tests, visual aids and handbooks
- Trained and certified servers and food runners in providing enhanced hospitality, team service and menu etiquette/knowledge
- Responsible for the evaluation of employee merit and recommended on advancement or in some cases demotions
- Developed and implemented a balanced standard operating procedure to maximize server efficiency

Mike's American Grill, Great American Restaurants

Springfield, VA

Trainer & Server

June 2004 – October 2006

- Provided outstanding guest service at a high-volume well reviewed 3-star restaurant
- Trained new servers on technical specifications and menu knowledge to include recipe nutrition
- Shift Leader, mentored new staff members

New York Café & Convenience Store

Washington, DC

Shift Manager

August 2003 – February 2004

- Supervised and mentored a team of 7 employees and served as temporary General Manager
- Monitored and purchased supplies to include food and beverage inventory
- Drafted and designed marketing and promotional materials to increase sales and revenue
- Calculated and reconciled daily bank deposits and assisted in opening/closing operations

EDUCATION

George Mason University, Fairfax, VA

Bachelor of Arts in English; Minor in Dance, August 2003

Overall GPA: 3.1; Dean's List

TRAINING

Department of Defense, Pentagon, Washington, DC

- Emergency Escape Mask Training, 2007
- Enterprise Correspondence Control System (ECCS), 2007
- Defense Travel System (DTS), 2007

OTHER SKILLS & QUALIFICATIONS

- Microsoft Office Suite
- Volunteered to host Wounded Warriors at the OUSD(C) annual Holiday Gala, December 2007

...References Available Upon Request...

CURRENT:

The White House, National Security Council Staff
Special Assistant to the President and Senior Director for Strategic Planning February 2011-present

PREVIOUS GOVERNMENT AND POLITICAL EXPERIENCE

U.S. State Department, Policy Planning Staff, Principal Deputy Director February 2009-2011
 Senior advisor to Secretary of State Hillary Clinton, and managed 40 person planning staff. Awarded State Department's Superior Honor Award in November 2010.

Obama-Biden Presidential Transition Team, NSC Agency Review Team Nov 2008-Jan 2009
 Conducted review of NSC structure, process, and personnel for incoming Obama Administration.

Kerry-Edwards 2004, Policy Director for National Security July-November 2004
 Senior advisor to Vice Presidential Candidate John Edwards on foreign policy and national security. Traveled full-time with Senator to 34 states, responsible for briefing on policy issues and prep for Vice Presidential debate.

U.S. Senator John Edwards (D-NC), Foreign Policy Advisor August 2002-July 2004
 Senior advisor to Senator and 2004 Democratic Presidential Candidate on foreign policy and national security.

U.S. Mission to the United Nations and Office of the Deputy Secretary of State
Chief Speechwriter and Special Advisor February 1999-2001
 Joint appointment on the staffs of UN Ambassador Richard Holbrooke (as Speechwriter) and Deputy Secretary of State Strobe Talbott (as Special Advisor). Awarded State Department's Meritorious Honor Award in January 2001.

U.S. State Department, Consultant to Bureau of Public Affairs June 1996-February 1997
 Led effort to produce 360-page classified historical study of the Dayton peace accords (Declassified in March 2003).

PREVIOUS RESEARCH AND ACADEMIC EXPERIENCE

Center for a New American Security, Senior Fellow February 2007-2009

Brookings Institution, Nonresident Fellow, Global Economy and Development Program February 2006-2009

Georgetown University, Adjunct Associate Professor, Security Studies Program June 2006-Jan 2009

Center for Strategic and International Studies, Fellow, International Security Program February 2005-2007

The American Academy in Berlin, Bosch Public Policy Fellow January-June 2002

The George Washington University, Institute for European, Russian and Eurasian Studies
Research Associate and Visiting Scholar February 2001-2002

The Honorable Strobe Talbott, Research Assistant February 2001-2002
 Assisted with the writing of *The Russia Hand* (2002), a memoir of U.S.-Russian relations during the 1990s.

The Honorable Warren Christopher, Research Assistant May 1997-1999
 Collaborated with former Secretary of State on research and writing of *In the Stream of History* (1998), and *Chances of a Lifetime* (2001), both memoirs.

The Honorable Richard Holbrooke, Research Assistant January 1997-April 1998
 Assisted with the writing of *To End A War* (1998), a memoir of U.S. diplomacy in the Balkans.

The Honorable James A. Baker, III, Research Assistant June 1993-July 1995
 Assisted former Secretary of State with the research and writing of his memoirs, *The Politics of Diplomacy* (1995).

EDUCATION:

Cornell University. B.A., *magna cum laude* in Government and History, with distinction in all subjects, 1993
 Honors: John F. Kennedy Scholarship; Frederick G. Marcham Fellowship; Dean's List

Columbia University. Ph.D. Candidate, Department of Political Science, 1995-1999 (passed exams in 1998)
 Honors: President's Fellow (1995-99); Harry S. Truman Scholarship (1992)
 Teaching: American Politics (2 semesters); Honor's Seminar

PROFESSIONAL ACTIVITIES AND AFFILIATIONS:

Adjunct Professor, George Washington University Elliot School of International Affairs (2006-07)
 Co-Director and Co-Editor of Stanley Foundation's project on "Bridging the Foreign Policy Divide" (2006-2007)
 Woodrow Wilson House (National Trust for Historic Preservation), Advisory Board
 Truman National Security Project, Advisory Board (2005-2008)
 Member, Council on Foreign Relations
 Research Associate, Institute for European, Russian, and Eurasian Studies, GW University (2005-2008)
 Board of Advisers, *Foreign Affairs* (2001-2002).

PUBLICATIONS AND MEDIA:**Books:**

America Between the Wars: From 11/9 to 9/11, co-author with James Goldgeier (New York: PublicAffairs, 2008).

The Road to the Dayton Accords: A Study of American Statecraft (New York: Palgrave Macmillan, 2005).

The Unquiet American: Richard Holbrooke in the World, co-editor with Samantha Power (New York: PublicAffairs, 2011)

Bridging the Foreign Policy Divide, co-author and co-editor with Tod Lindberg and David Shorr, (New York: Routledge, 2008).

Global Development 2.0: Can Philanthropists, the Public, and the Poor Make Poverty History?, co-editor with Lael Brainard, (Washington: Brookings Institution Press, 2008).

Too Poor for Peace? Global Poverty, Conflict, and Security in the 21st Century, co-author and co-editor with Lael Brainard, (Washington: Brookings Institution Press, 2007).

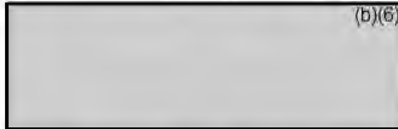
Articles:

Over 100 publications in print and online magazines, newspapers, journals, books, and in published reports, including in the *Washington Post*, *Financial Times*, *Los Angeles Times*, *Wall Street Journal*, *Boston Globe*, *Baltimore Sun*, *Chicago Tribune*, *The American Prospect*, *The Guardian*, *Politico*, *Foreign Policy*, *National Interest*, *American Interest*, *Washington Quarterly*, *Policy Review*, *Democracy*, *New Republic*, *Foreign Service Journal*, and *Washington Monthly*.

Media Appearances:

National and local television and radio broadcasts, including on the CBS Evening News; BBC World; CNN (Lou Dobbs; Situation Room); Bloomberg TV; Reuters TV; C-SPAN; AP TV; Alhurra, BBC Radio; AP Radio; Sirius Radio; and NPR.

ELLEN Y. CHOU



PROFESSIONAL SUMMARY

Ellen Chou is currently a Senior Air Force Analyst at SAIC. She possesses over fifteen years of management, analytic, and research experience in a range of functional areas, including: national defense, strategic and long-range planning, strategic communication and outreach, information technology solutions, Government affairs, and international relations. Additionally, Ms. Chou specializes in the Asia Pacific region, with an emphasis on commercial and economic developments in China.

EDUCATION

John F. Kennedy School of Government
Harvard University
Certificate, Program for Senior Executives in National and International Security, 2003

Elliott School of International Affairs
George Washington University
Master of Arts with Honors in Security Policy Studies, 1994

University of Chicago
Bachelor of Arts with Honors in Public Policy Studies, 1992
Bachelor of Arts in Economics, 1992

EXPERIENCE

05/07-present *Science Applications International Corporation (SAIC)* McLean, VA

Senior USAF Analyst. Providing analytic, research, and strategic communication support to Air Force Quadrennial Defense Review Office (AF/CVAQ). Primary duties include: developing themes and messages on QDR-related topics, preparing briefings and talking points on QDR issues, facilitating semimonthly QDR communication working group meetings, compiling the CVAQ News Daily, and serving as lead documents controller and Air Force QDR Communities of Practice manager.

06/06-05-07 *Abraxas Corporation* McLean, VA

Program Director. Provided management oversight of developing Air Force programs. This includes: program management, strategy development, business development, and technical project management. Also provided analytic and contractual support to Abraxas Solutions, a global geo-political risk analysis business unit, and Abraxas Corporation's China Advisory Group.

05/04-06/06 *Booz Allen Hamilton (BAH)* McLean, VA

Associate. Managed the Air Force Total Force Integration (AF/A8F) Program. Responsible for contracts oversight, budget management, business development, team leadership, client relations, technical project analysis, project planning and deliverables, risk analysis, and quality assurance in support of this client.

Previously, provided consulting support to the Institute for National Strategic Studies (INSS) and the Office of the Secretary of Defense (OSD). Served as contributing author on an OSD study on imposing cost strategies toward China and an INSS study that examined the effects of SOCOM psychological operations employed in Afghanistan (OEF) and Iraq (OIF). Co-led a study for USNORTHCOM that examined the role of the Mexican military in civil support operations.

08-96-04/04

Science Applications International Corporation (SAIC)

McLean, VA

Program Manager. Managed the Air Force Directorate for Strategic Planning (AF/A8X) Program. Responsible for contracts oversight, budget management, business development, strategy development and implementation, team leadership, client relations, technical project analysis, project planning and deliverables, risk analysis, and quality assurance in support of this client. Managed and coordinated technical support initiatives performed by three internal SAIC groups and two subcontractors for this program.

Project Manager. Managed the development and maintenance of a web-based collaborative information system and electronic archive for the Air Force Quadrennial Defense Review Office (AF/QR). Led a team of ten analysts and systems and software engineers for this effort. Responsible for all budget and contract oversight, client relations, project development, quality assurance, and project deliverables.

Senior Analyst. Provided analytic and outreach support to the Air Force Strategy and Policy Division (AF/A8XS). Co-authored Volume I of the *Air Force Strategic Plan*, the *Air Force Long-Range Plan*, and led the year-long Air Force exploration on asymmetric strategies and warfare.

5/95-7/96

Center for Strategic and International Studies (CSIS)

Washington, DC

Research Associate. Served as research associate and chief economist in the CSIS Asian Studies Program. Conducted research and analysis in several areas, including U.S. trade and commercial relations with China, Taiwan, and Hong Kong; China's economic development and financial reforms; foreign direct investments in Chinese markets; and the Chinese telecommunications industry. Co-authored a book review, "Forecasting the Future," published in the July 1996 edition of *The World and I*, and contributed to the CSIS U.S. China Policy Task Force Report: *Developing a Consensus for the Future*. Appeared in television and radio interviews regarding U.S.-China relations, as well as provided analytic support to the Asian Studies Program Director's Congressional testimonies.

PUBLICATIONS

"Forecasting the Future," with Jae H. Ku in *The World and I*, July 1996.

"Economic and Commercial Relations," in CSIS U.S. China Policy Task Force Report: *Developing a Consensus for the Future*, 1996.

PROFESSIONAL ACHIEVEMENTS

Awarded Air Force Association Contractor of the Year Award, 2006

Awarded Air Force Deputy Chief of Staff for Plans and Programs Contractor of the Quarter Award, 2005

Awarded Booz Allen Hamilton's Outstanding Individual Achievement Award, 2005

Awarded Booz Allen Hamilton's Excellence in Value (Volunteerism) Award, 2005

Awarded Booz Allen Hamilton's Outstanding Individual Achievement Award, 2004

Awarded SAIC Trustees' Stock Award for Outstanding Individual Contribution, 2003

Selected for participation in SAIC's 21st Century Leadership Program, 2001-2002

Awarded the SAIC Strategies Group Outstanding Individual Achievement Award, 2000

Nominated for a Term Membership in the Council on Foreign Relations, 1998 and 1999

Awarded the SAIC President's Award, 1998

Awarded the SAIC Strategies Group Outstanding Team Achievement Award, 1997

FOREIGN LANGUAGES

Fluency in Mandarin Chinese, Proficiency in German

(b)(6)

KRISTEN K. CICIO

(b)(6)

SUMMARY OF YOUR SKILLS:

Office Manager; Executive-level Scheduler; Protocol Specialist; Researcher; File and Records Manager; Editor; Proof Reader; data entry

EXPERIENCE

December 1997 to present; 60 hours per week; Civilian Executive Assistant to the Chairman of the Joint Chiefs of Staff; GS-301-14, promoted to GS-13 on assumption of position; promoted to GS-14 January 1998; Office of the Chairman, JCS, Washington, DC, 20318-9999; Supervisor: Henry H. Shelton, General, USA, (b)(6)

Perform various managerial and secretarial duties. Serve as a primary focal point for the Chairman, JCS (CJCS), exercise an in-depth knowledge of CJCS' goals, views, and philosophy to ensure the appropriate employment of the overall policies of the Administration as they relate to those functions for which CJCS is held responsible. Frequently represent CJCS at meetings and during telephone conversations with national-level civilian and military officials. Keep CJCS informed of significant developments or courses of action and disseminate the CJCS' instructions. Serve as principal point-of-contact for CJCS; referring a number of important matters to appropriate offices for study and/or action to ensure decisions are implemented quickly and efficiently. Conduct research to develop proposed courses of action. Participate extensively in the management of the Office of CJCS, particularly in the development of procedures that concern the scheduling of CJCS' time. Answer questions regarding meeting requirements that demand a comprehensive answer but not technical expertise. Brief CJCS on matters to be considered or discussed during meetings with national-level leaders. Serve as a liaison between CJCS and subordinates and provide expert assistance to them regarding the best procedure for expediting the work of the office. Monitor the work of support, administrative, and clerical personnel assigned or detailed to the office, and provide guidance and instruction as necessary. Proficient in the use of a variety of business software (Commence Calendar Creator, Word 97, Power Point 97, Excel 97) to prepare charts, tables, and text documents. Coordinate and maintain CJCS calendar at the home office and while on official travel.

March 1993 to December 1997; 60 hours per week; Special Assistant and Office Manager to the Assistant to the President of the United States for National Security Affairs; GS-0301-12/7; National Security Council (OSD/WHS, Office of the National Security Advisor, The White House, Washington, D.C. 20500; Supervisor: (b)(6)

Perform various managerial and secretarial duties. Maintain an in-depth knowledge of national security programs and foreign policy initiatives and a comprehensive grasp of the organization and functions of the departments and offices comprising the Executive Branch, the Congress, Department of Defense and State, and other national-level foreign policy and intelligence community agencies. Insure comprehensive interagency coordination on a variety of administrative and management matters. Accomplish special assignments and projects requiring a knowledge of the sensitivity of the issues that affect national security policy. Review various policy papers, talking points, and speeches to insure compliance with format directives and that the views expressed were consistent with policy and procedures. Manage the administrative support staff to include work schedules, writing performance appraisals, monitoring and approving time and attendance, and planning and coordinating support staff assignments on Presidential trips. Manage administrative resources to ensure sufficient office equipment such as computers, telephones, and other telecommunications equipment are available to meet changing requirements;

upgrading specialized equipment and service contracts as appropriate. Maintain the National Security Advisor's calendar to include arrangement of meetings, coordinating with the appropriate attendees to include the highest level officials on the White House Staff, the Executive Branch, and the Executive Office of the President. Position demanded an ability to stay apprised of complex and often contentious issues to permit major schedule adjustments for the National Security Advisor as well as rapid changes in work tempo and office schedules.

December 1991 to March 1993; 40 hours per week; Special Assistant to the Deputy Assistant to the President for National Security Affairs (DAPNSA); GS-0318-11/8; Supervisor: From December 1991 to January 1993, Admiral J.T. Howe, USN (Retired), From January 1993 to March 1993, (b)(6)

(b)(6)

Perform various managerial and secretarial duties. Maintain an in depth knowledge of current affairs/issues, DAPNSA's views, and those details of the President's, Vice President's and National Security Advisor's calendars that impact DAPNSA's schedule. Arrange meetings (inform participants of location and topic, and insure appropriate access to the White House compound). Receive, screen, and refer guests and telephone calls to the appropriate agency/office. Maintain a record of incoming and outgoing telephone conversations, a record of visitors (to include exact date and time of arrival and departure), and a contact list of national-level US Government leadership (Cabinet, Defense and State Departments, and Congress), media, general public, and foreign national leaders. Read incoming correspondence, route to proper office for action, and compose responses for personal and non-policy correspondence. Review outgoing reports and bring deviations to the attention of the staff action officer. Screen and forward urgent and intelligence ("beyond" Top secret) information to DAPNSA for action. Provide support to the Secretary of State, Secretary of Defense, and CJCS during crisis situations. Make travel arrangements for DAPNSA. Assist in arranging for offices and appropriate equipment at away locations to permit immediate contact with travelling party and the White House Staff and facilitate preparation/changes to policy papers used in connection with the purpose of the travel.

August 1989 to December 1994; 40 hours per week; Social Secretary and Special Assistant to the Commander-in-Chief Allied Forces Southern Europe (CINCSOUTH)/Commander-in-Chief Naval Forces Europe (CINCUSNAVEUR); GS-0318-09/10; Box 130, PSC 813, FPO AE 09620, (Naples, Italy and London, UK) Supervisor: Admiral J.T. Howe, (b)(6)

Plan and arrange luncheons, dinners, and social functions for the Commander in Chief (CINC). Attendees included high-ranking military and civilian dignitaries of the US, Italy, UK, Germany, Portugal, Greece, Turkey, and France. Performed various secretarial duties to include managing the CINC's calendar, reviewing incoming and outgoing correspondence for procedural and grammatical accuracy. Edit and rewrite non-technical portions of staff correspondence. Search correspondence, files, and historic records to obtain supplemental information. Compose complex, non-technical correspondence. Control and disseminate highly classified (Top Secret/Code Word) material.

September 1988 to July 1989; 40 hours per week; Secretary (Stenographer) to the Director for Counter-terrorism and Anti-Narcotics; GS-0318-09; National Security Council (OSD/WHS), International Programs Directorate, 17th Pennsylvania Avenue, NW, Washington, D.C. 20506; Supervisor: (b)(6)

(b)(6)

Perform various managerial and secretarial duties. Manage Director's calendar. Type a variety of papers to include letters, talking points, and schedule requests for the President. Proofread draft and final reports for proper spelling, grammar, and punctuation. Review incoming correspondence, prepare response to routine correspondence and forward remainder to the supervisor or his subordinates. Prepare memoranda and letters for the President's signature to Heads of State, members of Congress, and the general public. Arrange details of three weekly interagency meetings to include obtaining clearance for attendees through US Secret Service, obtain conference facility, prepare agenda, and transcribe minutes for the record. Initiate outgoing and screen incoming calls for the Director. Greet and escort US and foreign visitors.

April 1986 to September 1988; 40 hours per week; Personal Assistant/Secretary (Stenographer) to the Chief of Staff, Supreme Headquarters Allied Powers Europe (SHAPE); GS-0318-09/9; Office of the Chief of Staff, SHAPE, APO NY 09055; Supervisor: General John A. Shaud (b)(6)

Primary point of contact for the Chief of Staff's official and social calendar. Evaluate each schedule request to determine priority. Receive visitors and incoming telephone calls from high level leaders to include US and foreign ambassadors as well as military and other government leaders. Make travel arrangements for the Director. Maintain control log of incoming classified documents. Compose personal letters of congratulations, condolence, commendation, etceteras, for the Chief of Staff's signature.

January 1984 to April 1986; 40 hours per week; Personal Assistant to the Director, Bureau of Politico-Military Affairs; GS-10/4; State Department, Bureau of Politico-Military Affairs, Washington, D.C. 20520; Supervisor: (b)(6)

August 1982 to January 1984; 40 hours per week; Staff Assistant in the Office of the Director, Bureau of Politico-Military Affairs; GS-08/6; State Department, Bureau of Politic-Military Affairs, PM/OD, Washington, D.C. 20520; Supervisor: (b)(6)

July 1981 to August 1982; 40 hours per week; Staffing Assistant in the Merit Promotion Unit of the Civilian Personnel Operations Division; GS-203-07; Navy Department, Consolidated Civilian Personnel Office, Crystal City, CM#2, Washington, D.C. 20376; Supervisor: (b)(6)

November 1978 to June 1980; Secretary/Stenographer in the Office of the Commander, US Naval Forces, Japan (Two Star Admiral); GS-0318-07/2; Commander Naval Forces Japan, Box 12, FPO Seattle 98762; Supervisor: Rear Admiral L. W. Zech (b)(6)

March 1978 to November 1978; Secretary (Typing) for the Assistant Chief of Staff for Logistics and his assistant; GS-0301-05/3; Commander, US Naval Forces Japan, Assistant Chief of Staff for Logistics, Box 12, FPO Seattle 98762; Supervisor: (b)(6)

November 1976 to February 1977; Clerk Stenographer, Civilian Personnel Program, Command Programs Division; GS-0301-5; Naval Supply Systems Command, Civilian Personnel, Washington, D.C. 20376; (b)(6)

February 1974 to September 1974; Clerk Stenographer; GS-0301-4; US Customs Service, 2100 K Street, N.W., Washington, D.C.; Supervisor: (b)(6)

December 1971 to January 1974; Part time; Cashier-Kitchen Helper at Willard Area Hospital; (b)(6) per hour; Willard Area Hospital, Willard Ohio 44890; Supervisor: (b)(6)

September 1970 to December 1970; 40 hours per week; Store Clerk, Walgreen Drug Store; (b)(6) per hour; Walgreen Drug Store, Pentagon, Washington D.C. 20318; Supervisor: (b)(6)

TRAINING/EDUCATION:

AA, Associates in Accounting, Tiffin University 1974, Tiffin Ohio

BRENT COLBURN

(b)(6)

EXPERIENCE

Department of Housing & Urban Development (HUD), Washington, DC April 2013-Present
Chief of Staff

- Oversees the daily activities of a Cabinet Department with ~9,500 employees and a budget of ~\$48 billion charged with implementing the Administration's responsibilities in the areas of housing and community development; Departmental priorities include, but are not limited to, housing finance, low income housing, homelessness, fair housing, urban renewal, and long term disaster recovery.
- Serves as the primary management and political counsel to the Secretary and Deputy Secretary.
- Acts as the primary staff liaison to the White House and interagency on cross cutting issues and initiatives.
- Serves as a key point of contact for external stakeholders including elected officials, businesses, non-profits, philanthropies, and advocacy groups.

Obama for America (OFA), Chicago, IL March 2012-November 2012
National Communications Director

- Managed the daily activities of a communications staff of dozens at the campaign's Chicago headquarters and across the country, including teams focused on national press, regional & state press, constituency press, Hispanic press, television & radio booking, speechwriting, strategic planning, and special events.
- Coordinated the communications planning process across the campaign, working closely with internal and external stakeholders to plan and execute a range of public rollouts and events, including communications around the Democratic Convention, Presidential & Vice Presidential debates, and responses to major Republican events and announcements.
- Served as a member of the campaign's Executive Management Team, providing strategic counsel on communications related issues.
- Served as a spokesperson for the campaign, including appearances on national cable, regional television and national and regional radio.

Department of Homeland Security (DHS), Washington, DC April 2011-March 2012
Assistant Secretary for Public Affairs

- Managed a department of over 60 employees responsible for the Department of Homeland Security's (DHS) Public Affairs mission, including press, strategic communications, incident communications, internal communications, public awareness campaigns and speechwriting.
- Responsible for coordination with the Public Affairs staffs of each of DHS's component agencies, including the Federal Emergency Management Agency, Secret Service, Customs and Border Patrol, Immigration and Customs Enforcement, Coast Guard, and the Transportation Security Administration, to ensure message consistency across DHS.
- Liaison to the White House and interagency on communications issues involving DHS.
- Primary counselor to the Secretary and senior staff on all messaging efforts undertaken by DHS.
- Served as a member of the Department's senior staff, helping shape DHS's goals and strategic vision.

Federal Emergency Management Agency (FEMA), Washington, DC April 2009-April 2011
Director of External Affairs

- Managed a department of over 75 employees, based in Washington, DC and throughout the country, including the Agency's Public Affairs division, Legislative Affairs division, Intergovernmental Affairs division, Private Sector Outreach division and International Affairs division.

- Directed all messaging and outreach efforts pertaining to disaster preparedness, response and recovery, including both proactive outreach and rapid response.
- Served as the primary point of contact for messaging coordination with the White House and Interagency concerning disaster response and recovery issues.

Obama-Biden 2008, Detroit, MI

June 2008-November 2008

Michigan Communications Director

- Developed and implemented a statewide press strategy for Michigan, a battleground state targeted aggressively as a possible pick up by the McCain-Palin campaign. Oversaw the communications operation for the statewide Campaign for Change, an effort that helped unseat two incumbent Republican members of congress, pick up nine seats in the state legislature and elect a justice to the State Supreme Court.
- Served as the campaign's primary spokesperson for the state of Michigan, dealing on the record directly with the national and state press corps on political issues within the state, campaign developments and policy questions.
- Recruited and managed a team of nine tasked with implementing the state's communications plan, including reporter contact, daily radio and television booking, candidate events, surrogate events and the production of press releases, talking points, surrogate speeches, web content, walk/field materials, mail pieces and other collateral materials.

Senator Debbie Stabenow (MI), Washington, DC & Lansing, MI

October 2005-October 2007

Deputy Chief of Staff/Communications Director

- Led the press and political operations for Senator Debbie Stabenow of Michigan, including overseeing long term political and communications strategy, integration of legislative and communications goals, ongoing media relations and daily rapid response efforts.
- Managed a staff of four in executing the day to day operations of the Senator's communications department, functioning as the office's Communications Director.
- Served as the Senator's political contact to outside individuals and interests. National spokesperson and senior advisor to the Senator on overall messaging and political strategy.

Other Previous Work Experience

- Communications Director, 2013 Presidential Inaugural Committee
- Spokesperson, 2009 Presidential Inaugural Committee
- Research Director, Dean for America
- Director of Special Projects--Research, Democratic National Committee
- Research Analyst, Democratic Congressional Campaign Committee
- National Advance Staff, Gore/Lieberman 2000

EDUCATION

The College of William and Mary, Williamsburg, VA

The Thomas Jefferson Program in Public Policy, *Thomas Jefferson Fellow*

Master of Public Policy, 2000

The College of William and Mary, Williamsburg, VA

Bachelor of Arts in Government, 1998

JOHN CONGER

(b)(6)

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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 Committee 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 minority 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 HIRC), 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 SSGN 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.

ADROIT 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



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)

Education

The London School of Economics, London UK – Master’s of Science December 2008
Concentration: History of International Relations

The New School, Eugene Lang College, New York NY- Bachelor’s of Liberal Arts May 2007
Concentration: Social and Historical Inquiry

Experience

The White House, Washington DC
Researcher, Presidential Personnel Office September 2010 - Present

- Oversaw research process for all Presidential appointees
- Managed a team of associates and interns
- Drafted substantive memoranda that were used by senior White House staff in deliberations regarding potential appointments
- Developed research guides and trained staff and interns in research protocols
- Conducted extensive personal and policy background research using Nexis, Westlaw, and numerous other research databases

Callahan for Congress, Bethlehem PA
Deputy Finance Director May 2010-September 2010

- Drafted direct mail and email correspondence for fundraising solicitations
- Managed production and distribution of 10,000 address direct mail program and several smaller targeted lists
- Trained and managed staff and interns in various research and organization projects
- Helped coordinate four large fundraising events with surrogates

Call Time Manager December 2009-April 2010

- Staffed candidate daily, prepping him for various fundraising activities
- Coordinated candidates campaign schedule with his work responsibilities
- Managed fundraising records both online and in a paper file system
- Developed database of prospective donors

EMILY’s List Political Research Department, Washington DC
Research Fellow June 2009-October 2009

- Researched candidates for potential endorsement by EMILY’s List
- Prepared backgrounds and dossiers on state policies

Obama for America, Kansas City MO
Field Organizer August 2008-November 2008

- Established regional field office and satellite location during the general election
- Built and maintained a master schedule of volunteers for two offices.
- Coordinated and oversaw logistics for distribution of resources

Skills and Interests

(b)(6) ♦ Outstanding written and oral communication ability, including editorial capability ♦ Project management ♦ High-level software skills including Microsoft Office and Adobe Photoshop ♦ Lived in England ♦ Traveled through Europe and South Africa

Madelyn R Creedon

(b)(6)

Experience **Committee counsel/lead staff for the Subcommittee on Strategic Forces**

United States Senate Committee on Armed Services,
Washington, D.C.

January 1997 –July 2000 and January 2001-present

Lead staffer for the Subcommittee on Strategic Forces and Armed Services Committee counsel.

The subcommittee is responsible for oversight and policy for national security space programs, strategic forces (bomber aircraft; land-based ballistic missiles and ballistic missile submarines) missile defense, intelligence and cyber programs at the Department of Defense and national security programs at the Department of Energy.

Supporting staffer for the Subcommittee on Emerging Threats and Capabilities with responsibility for nonproliferation programs and related technology programs.

General policy responsibility for nuclear proliferation and related foreign policies as well as national security programs and policies with respect to the states of the former Soviet Union.

Deputy Administrator for Defense Programs - National Nuclear Security Administration

United States Department of Energy, Washington, D.C.

July 2000 - January 2001

Responsibility for defense programs at the National Nuclear Security Administration including the national security plants and laboratories, the nuclear weapons sustainment, life extension and dismantlement programs, and weapons

and materials transportation and security.

Associate Deputy Secretary of Energy

United States Department of Energy, Washington, D.C.

October 1995 - January 1997

Senior staff to the Deputy Secretary of Energy with responsibility for the National Security programs at the Department of Energy, including the defense programs and the nonproliferation and intelligence programs at the Department. Served as liaison to the Department of Defense for the Deputy Secretary.

General Counsel

Base Realignment and Closure Commission, Arlington, VA

November 1994 - October 1995

Responsibility for all legal matters for the 1995 Base Closure Commission including hearings, review of materials associated with commission recommendations, preparation of preliminary and final recommendations, and conflict of interest and administrative issues.

Committee counsel/ Professional staff, Subcommittee on Strategic Forces

United States Senate Committee on Armed Services,
Washington, D.C.

January 1990 - November 1995

Responsible for the National Security Programs at the Department of Energy.

Also served as staff for the Readiness Subcommittee with responsibility for Department of Defense environmental programs and policy and for Base Closure transition and implementation programs.

**Trial Attorney and Acting Assistant General Counsel for
Special Litigation**

United States Department of Energy, Washington, D.C.

July 1980 - January 1990

Responsible for a broad variety of litigation pertaining to national security and environmental programs at the Department of Energy.

Education JD-St. Louis University School of Law

St. Louis, Missouri

BA-Political Science -University of Evansville

Evansville Indiana

Clearances

(b)(6)

STEPHANIE CULBERSON

(b)(6)

EXPERIENCE

SAIC, Contractor (Oct. 2012-Present)/**AECOM, Contractor** (Nov. 2011-Oct. 2012), Pentagon, Washington, D.C.

- Confidential Assistant to the Under Secretary of Defense for Policy (USDP), U.S. Department of Defense (DoD), who is responsible for providing advice to the Secretary of Defense and Deputy Secretary of Defense on all matters concerning the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives.
- Serves on a 4-person front office team that reports directly to USDP, is USDP's lead for coordinating with the Secretary of Defense front office, and is responsible for supporting a range of USDP staffing requests, to include arranging and managing USDP interactions with the Executive and Legislative branches, foreign dignitaries, the Joint Chiefs of Staff, and the Policy organization.
- Manages a global future operations project—a strategic planning effort—aimed at identifying geopolitical issues before they arise for the Secretary of Defense's immediate staff and USDP.
- Selected by the USDP to serve on a small, direct-report team that is developing a common operating picture to manage DoD's efforts on security cooperation—a Secretary of Defense priority and key element of the Department's 2012 *Defense Strategic Guidance*.

AECOM, Contractor, Pentagon, Washington, D.C., Nov. 2010-Nov. 2011.

- Confidential Assistant to the Deputy Assistant Secretary of Defense for Force Development (DASD-FD), DoD, who is responsible for implementing the Secretary of Defense priority to build the capabilities and intersect strategy and resources needed to defeat future threats.
- Participated as member of a 3-person team, providing research on a long-term security cooperation project supporting the implementation of the 2010 *Quadrennial Defense Review* priority mission to build the partnership capacity, specifically Security Forces Assistance Programs.
- Managed daily operations, developed FY2012 budget, and performed office management/oversight duties as required for DASD-FD.

Pfizer Pharmaceuticals, Inc., Professional Healthcare Representative, Chattanooga, TN, Aug. 2003-Oct. 2008.

- Served as subject matter expert for physicians and staff regarding medical treatments, specializing in neuropathic pain, arthritis, dementia, and psychological disorders, and briefed physicians on medical research in academic journals.
- Launched the promotion of a brand new product for neuropathic pain to the market and increased market share from 41% to 145% of goal in territory.
- Ranked 7th of 84 representatives in region due to sales growth for lead product during first year with the company.
- Successfully completed more than twice the expected educational programs in the area to provide education and training for physicians and medical staff and to promote products.

State of Tennessee, Department of Education, Spokesperson for the Governor of Tennessee, Nashville, TN, Aug. 2001-May 2002.

- Awarded an internship to work for the Governor of Tennessee to develop and implement an agenda for the Safe and Drug Free Tennessee program for elementary and middle school children.
- Supported the Governor's office by promoting the program monthly to civic groups and charity events throughout the state.
- Traveled over 50,000 miles and spoke to over 65,000 children.
- Conducted youth leadership training for high school students across the state.

EDUCATION

University of Oklahoma, Heidelberg, Germany & Washington, D.C., December 2012.

Degree: Master of Arts, International Relations
Awards: Awarded Heidelberg Community and Spouses Club Scholarship, 2010.
GPA: 4.0

Lee University, Cleveland, TN, May 2003.

Degree: Bachelor of Arts, Business & Bachelor of Arts, Music, Piano Performance.
Awards: Recipient of the F. J. Lee Award, Lee University's Most Outstanding Student, 2003; President of Alpha Chi National Honor Society, 2002; President of Sigma Nu Sigma Social Service Club, 2001; Pi Kappa Lambda National Music Honor Society member, 2001; Winner of piano solo competition at Belmont University for Tennessee Music Teachers Association, 2000.
GPA: 4.0, *summe cum laude*

ADDITIONAL EXPERIENCE

Heidelberg International School, Volunteer, Heidelberg, Germany, Nov. 2009-Aug. 2010.

- Managed library resources automation and cataloging, and hosted reading sessions for students.
- Assisted in elementary classroom lessons.

PROFESSIONAL DEVELOPMENT

Volkshochschule Language Course, Ketsch, Germany, Feb. 2008-Jul. 2008, March-June 2010.

- Attended full-immersion German language courses and reached intermediate proficiency.

Curriculum Vitae for James Eby

United States Department of Defense, Washington, DC

Advance Officer, June 2009 – November 2011

I traveled nationally and internationally to organize events, meetings, and logistics for the Secretary of Defense and the Deputy Secretary of Defense. I worked closely with officials from the United States Military, United States Embassies, and Foreign Governments to coordinate the details of these visits and to make sure the needs of the Secretaries have been met.

The White House, Washington, DC

Advance Associate, February 2009 – June 2009

I advanced international and domestic trips for the President and Vice-President, including trips to Istanbul and Sarajevo.

Presidential Inaugural Committee 2009, Washington, DC

Event Manager for the Opening Ceremony, December 2008 to January 2009

Organized the “We Are One” ceremony at the Lincoln Memorial. I was the lead Inaugural Committee staffer working on a nationally televised event that was attended by hundreds of thousands of guests, including the President-Elect, Vice-President-Elect, and the Speaker of the House. I worked with Park Service, Secret Service, Show Producers, and city officials to make sure the event went smoothly on the production side, and was also enjoyable for the live audience of hundreds of thousands on the National Mall. I also handled the President-Elect’s and Vice-President-Elect’s, as well as their families’, logistics and comfort at the event.

Obama for America, Inc., Chicago, IL

Member of the National Advance Staff, July 2007 to November 2008

I traveled nationally to advance and organize public events for Senators Obama and Biden. I designed nationally televised speeches and rallies, as well as smaller more intimate events while organizing the candidates’ logistics during trips. I was the lead advance for Senator Biden’s debate preparation in Wilmington, DE. My responsibilities during the debate preparation included managing an advance team that built an office suite and workspace in a hotel from scratch, organized a motorpool for the high level campaign staff working on debate preparation, and recreated the debate staging and set in a hotel ballroom. Another important and notable trip I advanced was Senator Obama’s visit to Israel.

Morrison & Foerster, LLP, San Francisco, CA

Contract Attorney, August 2006 to April 2007

I worked on corporate internal investigations regarding possible securities fraud. My responsibilities included reviewing corporate documents for information pertinent to options backdating by corporate executives and helping prepare supervising attorneys for witness interviews and board of directors meetings.

Simon & Partners, LLP, New York, NY

Associate, November 2004 – February 2006

I was hired to work on a securities fraud case involving a Fortune 500 company. I reviewed corporate documents for information pertinent to a white collar criminal defense case, performed legal research, and helped prepare the lead attorneys for trial. During the trial, I moved out to Long Island and performed last minute research and prepared materials for the lead attorneys.

Kerry-Edwards, 2004, Inc., Washington, DC

Traveling Advance Staffer, April 2004 – June 2004

Associate Deputy Director of Advance, July 2004 – November 2004

As an advance staffer, I traveled nationally to advance and organize public events for Senators Kerry and Edwards. As Associate Deputy Director of Advance, I coordinated travel arrangements for the advance staff of the Kerry-Edwards Presidential Campaign and I assisted in managing assignments for hundreds of members of the advance staff, budgets for hundreds of campaign events, and the traveling advance staff payroll.

Wesley Clark for President, Inc., Little Rock, AR

Presidential Campaign Staffer, October 2003 –February 2004

I traveled nationally to advance and organize public events for the candidate. I performed voter outreach and get out the vote activities for the New Hampshire and Arizona primaries as a member of the field staff.

The Park Bench Pub, Washington, DC

Waiter and Bartender, January – October 2003

New Hampshire Coordinated Campaign, New Hampshire Democratic Party, Nashua, NH
Staff Member, Get Out the Vote Drive, October and November 2002

I canvassed neighborhoods and phone banked leading up to election day. On election day, I knocked and pulled, and poll checked.

Other information and activities

Admitted to the California Bar in November 2002

Vice President of the Student Bar Association at Georgetown University Law Center 2001-2002

Eagle Scout in the Boy Scouts of America

JAMIE E. ECKERT

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EXPERIENCE

Department of Defense: White House Military Office, Washington, DC

2010-Present

White House Medical Unit Staff Assistant

- Serves as the primary spokesperson for the White House Medical Unit (WHMU) to Cabinet Members, Assistants to the President, Senior White House Staff, and more than 5200 personnel in WHMO, USSS, and EOP.
- Primary coordinator of appointments for the Cabinet and Assistants to the President arranged at WHMU, Walter Reed Army Medical Center (WRAMC), and National Naval Medical Center (NNMC).
- Mission planning support: designated 80 in-flight emergency hospital detours for principals; initiated the process of streamlining and improving the designations of divert locations with the Presidential Airlift Group.
- Provides direct support to the Medical Advance Director for more than 500 CONUS and 40 OCONUS missions of the President, the Vice President, and the First Lady, including: preparing advance information for 40 sites, processing more than 70 visas for 15 countries, and coordinating travel arrangements.
- Tracks Principal schedules daily in order to recognize upcoming trips, ensure proper coverage, and inform unit members of changes and updates.
- Maintains office supply budget for the EEOB Clinic and Operations components of WHMU.
- Developed policy to standardize the medical support during large events on the 18 Acres.
- Liaisons with military medical organizations creating efficient systems to provide logistical support to the President and First Lady and their staff in preparation for, during, and following events at WRAMC and NNMC; provided direct advance support for the First Lady's visits to Landstuhl Regional Medical Center and NNMC; 34 Wounded Warriors honored for efforts.
- Coordinates and arranges meetings, conference calls, and visits with high-level federal government officials, private sector executives, and White House staff essential for White House Medical Unit operations.
- Acted as the Executive Assistant (EA) to Physician to the President and supervised the orientation and training of the EA hire.

Obama for America, Pittsburgh, PA; Harrison, Braxton Counties, WV; Cincinnati, OH; Clermont, Brown Counties, OH

2008

Field Organizer and GOTV Coordinator

- Managed volunteer staff and junior field organizers' schedules, ensured proper coverage of regional offices, and continual voter contact
- Supervised 6 micro-offices on Election Day: procured sites, performed inventory control, and managed 2 Field Organizers and over 70 volunteers.

Oxford Pediatrics, Oxford, OH

2006-2008

Medical Assistant

- Responsible for establishing the practice's third office in Ross, OH; obtained patients' histories and vitals and basic diagnostic procedures, assisted patients with services and billing.

Community Counseling and Crisis Center, Oxford, OH

2004-2008

Hotline Operator and Overnight Staff

- Answered crisis and suicide calls; managed multiple callers and triaged calls as needed; mentored trainees

EDUCATION

The George Washington University, Washington, DC

Expected Graduation Date: Dec 2011

Masters: Public Health Concentration: Health Policy

Miami University, Oxford, OH

Bachelor of Arts with Honors, May 2007

Major: Spanish Concentration: Pre-Medicine

ACTIVITIES

Presidential Appointee Leadership Conference, Networking and career development

Miami University Women's Water Polo Team

- Academic All-American 2003-2007; Second Team Midwest Conference 2006, 2007

The LeaderShape Institute, Developed plan for constructing a new school building in hometown

CERTIFICATIONS AND SKILLS

- Spanish Fluency, German Proficiency, Microsoft Office Proficiency, CPR for Professional Responders, EMT-Basic

ALEX. EVANS

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Experience

- Presidential Inaugural Committee** Nov. 2012 – Jan. 2013
Deputy Director of Media Logistics Washington DC
- Develop and manage a comprehensive media plan for Presidential Inauguration events; including training and supervising staff, coordinating with media producers and editors, and preparing all logistical details for the media coverage of events
- Obama For America** Feb. 2012 – Nov. 2012
National Advance Press Lead Various Cities
- Coordinated and managed media logistics and press staff for campaign events with the President, Vice President, former President Clinton, and various high-profile surrogates
 - Collaborated with senior campaign staff on strategies to accomplish communication objectives through successful messaging events and other media opportunities
 - Organized and directed media interviews with the President, Vice President and senior campaign officials
 - Lead the media credentialing operation for Election Night for over 2500 credentialed US and foreign media
- The White House** Oct. 2010 – Feb. 2012
Advance Associate – Press Lead and Crowd Lead Various Cities
- Planned and executed presidential media events both domestically and internationally (Brazil, Poland, Australia, Cambodia) – including international summits, meetings with foreign leaders, domestic policy speeches, factory tours and town hall meetings
 - Supported and built positive working relationships with a wide range of entities – such as foreign governments, the US State Department, United States Secret Service and White House Communications Agency – by identifying opportunities, concerns and issues with the various projects, and meeting daily with key counterparts
 - Served as the lead negotiator and White House representative for presidential events regarding crowd logistics – collaborating with presidential support agencies, as well as police, host officials, and volunteers to ensure a smooth and positive guest experience at White House events
- A Nanny For U** Apr. 2010 – Mar. 2011
Nanny Seattle, WA
- Engaged in activities with and ensured well-being of children ages infant – 8 years old
 - Worked with a variety of families from different cultures and with diverse family needs
- Holland American Line** Nov. 2008 – Apr. 2010
Cruise Ship Event Staff Various countries
- Planned detailed logistics for and facilitated events and organized activities for passengers
 - Worked as part of the entertainment team to provide a fun and friendly cruise experience for passengers and crew
- Obama For America** Sept. 2008 – Nov. 2008
Deputy Field Organizer Seattle, WA
- Lead meetings with community leaders to create a unified, multi-dimensional approach to increase voter turn-out
 - Directed a large, diverse group of volunteers in a variety of campaign efforts – canvassing, phone banking, data entry, voter registration, *Get Out The Vote*
- La Palestra – Center for Preventative Medicine** Aug. 2006 – Apr. 2008
Client Services New York, NY
- Provided high-quality customer service through accurate scheduling and effective communication with clients
 - Prepared spreadsheets, statistical information, and record books for management

Education

- Colorado State University** Aug. 2002 – May 2006
Fort Collins, CO
- Bachelor of Arts: Technical Journalism – Concentration: Public Relations
 - Minor: Foreign Language – Spanish, Study Abroad: University of Alicante, Spain

Skills and Abilities

Proficiency in Spanish Language	Refined Organizational Practices
Customer Relations/Service	Public Relations/Marketing Strategies
Program Planning and Implementation	Writing, Editing, and Photography

Other Interests

Running – New York City Marathon 2007, Seattle Rock n' Roll Half Marathon 2010
Climbing – Fred Hutchinson Climb to Fight Breast Cancer – Mt. Kilimanjaro 2008
Travel – Europe, Central America, Tanzania, Botswana, Australia, United States

References are available upon request

EVELYN N. FARKAS

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EXPERIENCE

U.S. EUROPEAN COMMAND, DEPARTMENT OF DEFENSE

Senior Advisor to the Supreme Allied Commander and Commander, U.S. European Command WASHINGTON, DC
(March 2010 – Present)
Advises commander and develops initiatives to engage the private sector to address security challenges in Afghanistan, Europe, Eurasia. Collaborates with senior executives and officials. Addressed NATO Military Committee. Proposed and helped design Defense Business Board study of DOD-wide public-private collaboration.

Special Assistant to the Secretary of Defense for the NATO Summit (additional assignment) (April– May 2012)
Provided oversight for the multiple aspects (logistics, protocol, communications, security and policy) of DOD support to Chicago summit. Coordinated with industry executives. Assisted Secretary Panetta.

AMERICAN SECURITY PROJECT

Senior Fellow WASHINGTON, DC
(May 2009 – March 2010)
Analyzed and conducted public outreach on export controls, counterproliferation, U.S. policy in Asia. Frequent television (MSNBC, Fox, CNN) and radio appearances. Election Observer in Afghanistan. 2009 Asia Society Leadership Fellow. Independent consultant.

COMMISSION ON THE PREVENTION OF WMD PROLIFERATION AND TERRORISM

Executive Director ARLINGTON, VA
(May 2008 – Feb. 2009)
Successfully ran a “start-up” government entity. Established 8-month bipartisan congressionally-mandated organization and managed 30 staff, plus editors and media contractor team, \$2.7 million budget. Directed research, writing and media strategy, travel (several domestic trips and two major international delegations), two hearings (a public hearing in New York City and testimony before the Senate), and successful on-time, under budget rollout of Commission report *World At Risk* (St. Martin’s Press, 2008).

U.S. SENATE, ARMED SERVICES COMMITTEE

Professional Staff Member WASHINGTON, DC
(Apr. 2001 – May 2008)
Conducted oversight for Chairman and Subcommittee Chairman of foreign and defense policy issues related to Asia-Pacific region; U.S. Pacific, Southern, and Northern Commands; Special Operations Command policy and budget; foreign military assistance to Asian countries including India, Pakistan, Afghanistan; South and East Asian counterproliferation policy; combating terrorism budget and policy; counterdrug budget and policy; stability operations; and export control. Developed legislation and funding priorities for \$20 billion, or more, of the annual defense authorization bill. Representative for Senator Levin, Board of Visitors, Western Hemisphere Institute for Security Cooperation. Wrote statements, speeches, and background material for the floor, hearings, and Senator Levin’s meetings with defense and foreign officials. Global oversight travel, including to North Korea, all over Asia, and Latin America.

COMMAND AND STAFF COLLEGE, MARINE CORPS UNIVERSITY

Associate Professor of International Relations; Asst. Professor of International Relations QUANTICO, VA
(Jul. 1997 – Apr. 2001)
Delivered lectures, led seminars on national security strategy and military history. Supervised Masters students. Developed and taught course on “Ethnic Conflict and International Relations.” Director, Written and Oral Communications Program (3 courses.) Coordinator, Political-Military Simulation Exercise.

ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE

Human Rights Officer. Monitored human rights and national elections. GORAZDE, BOSNIA
(Aug. - Nov. 1996)
Elections Supervisor for municipal elections in Tuzla, Bosnia. (September 1997)

INSTITUTE FOR FOREIGN POLICY ANALYSIS

Research Associate, Coordinator, project on ethnicity. Drafted report on Greek policy. CAMBRIDGE, MA
(Jun. 1995 - May 1996)

HOUSE OF REPRESENTATIVES, FOREIGN AFFAIRS COMMITTEE

Rosenthal Fellow. Prepared paper for major speech by Chairman on NAFTA, hearing questions. WASHINGTON, DC
(May – Aug. 1993)

EVELYN N. FARKAS PAGE 2

INTERNATIONAL INSTITUTE FOR APPLIED SYSTEMS ANALYSIS

Assistant to the Director: Drafted speeches, policies, prepared annual Research Plan.

LAXENBURG, AUSTRIA

(Oct. 1990 - Jan. 1993)

THE COUNCIL ON FOREIGN RELATIONS

Assistant to the Director, Committees on Foreign Relations:

NEW YORK, NY

(Aug. 1989 – Oct. 1990)

EDUCATION

THE FLETCHER SCHOOL OF LAW AND DIPLOMACY, PH.D.

Dissertation topic: U.S. Policy Towards Secession. Dolores Zohrab Liebmann Fellow; Morris Abrams Award in International Relations; US Title VI Foreign Language Area Studies Doctoral Fellowship; Frank Rockwell Barnett Memorial Grant; Sarah Scaife Grant.

Wrote Carnegie Conflict Prevention Project-Harvard study of 1991 civil-military operation in N. Iraq

THE FLETCHER SCHOOL OF LAW AND DIPLOMACY, M.A.L.D.

Concentrations: International Security Studies and Europe.

Thesis: Hungarian minorities and regional security (conducted 5-country field research.)

Charles Francis Adams Scholarship, William H. Donner Foundation, and International Security Studies Program, grants. Representative, Dean Search Committee.

MEDFORD, MA

(Nov. 1999)

(May 1995)

FRANKLIN & MARSHALL COLLEGE, B.A.

Majors: Government and German. Pi Sigma Alpha, national political science honor society. Vice President, Student Congress. University of Freiburg, Germany. (Fall Semester 1987)

LANCASTER, PA

(May 1989)

SELECTED PUBLICATIONS, MEDIA, LECTURES (See attachment for publications)

- *Fractured States and U.S. Foreign Policy: Iraq, Ethiopia, and Bosnia in the 1990s* (St. Martin's/Palgrave: 2003, 2008).
- "The 21st Century Force Multiplier: Public-Private Partnership," with Adm. James Stavridis, *The Washington Quarterly*, March 2012.
- "An Urgent To-Do List for U.S. Export Controls," *Defense News*, July 17, 2011.
- U.S. *Export Controls: Emerging Consensus on Increasing Risk*, American Security Project Report, April 2010.
- "Pakistan and Nuclear Proliferation," *The Boston Globe*, March 5, 2009.
- "A Mission that Keeps our Forces Strong," Outlook section, *The Washington Post*, January 14, 2001.
- National Security Expert Blogger, *National Journal*, July 2009 – March 2010.
- Book Review Editor, *National Security Studies Quarterly*, 2000-2001.
- Interviews: MSNBC, NBC, CNN, Fox News, Channel 8, Al Hurra, local radio stations, Montel Williams Air America, and Voice of America, 2009-2010; WUSA/CBS and The Armstrong Williams Show, 1999; Radio Romania International, 1994; Voice of America (Hungarian), 1995.
- Lecturer at numerous military and civilian universities and think tanks in the U.S. and overseas.

MEMBERSHIPS, LANGUAGES, OTHER

- Member, Advisory Board, Harold Rosenthal Fellowship in International Relations, 2003-present; Advisory Board, Socrates Society, The Aspen Institute, 2004-2011; Campaign Steering Committee, Center for Business, Government and Public Policy, Franklin & Marshall College, 2008- 2009.
- Member, Council on Foreign Relations, International Institute for Security Studies, Asia Society, The Warlord Loop, and Women in International Security Studies. Asia Society Leadership Fellow.
- Fluent Hungarian and German, some French and Spanish, rudimentary Serbian-Croatian-Bosnian, Hindi.
- Member, Task Force on Post-Conflict Capabilities, Council on Foreign Relations, 2006.
- Member, Independent Task Force on Strategies for U.S. National Security, Stanley Foundation, 2003.
- Participant, Aspen Institute seminars; Manfred Wörner Seminar, German Ministry of Defense, 2000; US Army Senior Seminar, West Point, NY, June 1999; European Union Visitors Programme, 1994.
- Recipient, Institute for National Security Studies/U.S. Air Force grant (to Kosovo, Bosnia), Spring 2000.
- Mentor, Everybody Wins, 2002- 2008, 2010; and Capital Partners for Education, 2006 – 2010.
- Founding Chairman, The River Foundation, fundraising for orphans of Kabul, Afghanistan, 2006-2007.

PUBLICATIONS

- *Fractured States and U.S. Foreign Policy: Iraq, Ethiopia, and Bosnia in the 1990s* (St. Martin's/Palgrave: 2003, 2008).
- "The 21st Century Force Multiplier: Public-Private Partnership," with Adm. James Stavridis, *The Washington Quarterly*, March 2012.
- "An Urgent To-Do List for U.S. Export Controls," *Defense News*, July 17, 2011.
- *U.S. Export Controls: Emerging Consensus on Increasing Risk*, American Security Project Report, April 2010.
- "The Election Observed: Imperfect but Progress Nonetheless," *The Washington Times*, August 27, 2009.
- "A Royal Afghan Mess," *Foreign Policy*, November 2, 2009.
- "Don't Give Up on The Afghans," *The Daily Beast*, October 10, 2009
- "America's Latest Mistake in Afghanistan," *The Daily Beast*, August 25 2009
- "Who's Watching Karzai?" *The Daily Beast*, December 17, 2009.
- "Resolved: North Korea is No Joke," *The Stimulist* website, May 28, 2009.
- "Pakistan and Nuclear Proliferation," *The Boston Globe*, March 5, 2009.
- "A Mission that Keeps our Forces Strong," Outlook section, *The Washington Post*, January 14, 2001.
- National Security Expert Blogger, *National Journal*, July 2009 – March 2010.
- Book Reviews: *Fletcher Forum*, Winter 1994; *Defense Analysis*, August 1993.

Jorie M. Feldman

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EXPERIENCE

Senator Edward M. Kennedy

Washington, D.C.

Foreign Policy Legislative Assistant, May 2004-September 2009

- Developed Senator's policy positions on the Middle East, Afghanistan, and Pakistan.
- Served as key liaison to Departments of Defense, State, Homeland Security, and USAID.
- Represented Senator's policy positions with Ambassadors and foreign dignitaries, Administration officials, NGO representatives, and the foreign policy community.
- Acted as chief strategist for Senator's policy portfolio on Latin America.
- Drafted questions for more than 100 Armed Services Committee hearings with Bush Administration officials.
- Secured approval of hundreds of millions of dollars of assistance to Iraq through the Bureau of Democracy, Human Rights, and Labor at the Department of State and the Bureau of Democracy, Conflict, and Humanitarian Assistance at USAID.
- Managed Senator's multi-million dollar Foreign Operations and Defense Appropriations agenda.
- Contributed to the drafting of the Senator's nationally televised speeches on the Iraq war.
- Communicated priorities through the media by writing op-eds and press statements, briefing reporters, and preparing Senator for interviews with national print, radio, and television journalists.

The Marwood Group, September 2002 – September 2003

Washington, D.C.

Government Relations Associate

- Prepared five person government relations team for advocacy meetings for corporate and non-profit clients.
- Researched and wrote bi-monthly report to update 40 clients on legislative and regulatory health care issues.

Feingold Senate Committee, January 2002 – June 2002

Middleton, WI

Financial Assistant

- Accounted for thousands of dollars in contributions.
- Ensured contributions complied with FEC laws and regulations.

War on Want, February 2001 – May 2001

London, England

Publications Assistant

- Developed policy and wrote briefs on international social justice, poverty and human rights issues.
- Researched emerging international health, food, water, crises and wrote emergency fundraising appeals.

EDUCATION

The George Washington University, May 2004

Washington, D.C.

Elliott School of International Affairs

Master of International Affairs

Foreign Policy Concentration

University of Wisconsin- Madison, May 2002

Madison, WI

Bachelor of Arts

Double major in Political Science and International Relations

Regional Focus: Latin America

Study Abroad, Boston University International Program, Spring 2001

London, England

LANGUAGES

Basic Arabic (Completed USDA Introductory Arabic I and II.)

Proficient in Spanish

CLEARANCE

(b)(6)

LINDSEY W. FORD

(b)(6)

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PROFESSIONAL EXPERIENCE

Director – Regional Security Affairs Team

November 2012 - Present

Office of the Assistant Secretary of Defense for Asian and Pacific Security Affairs (APSA) – Washington, D.C

- Manage team of policy advisers responsible for directing regional security affairs on behalf of the Assistant Secretary, including force management and military exercises, security assistance, maritime security policy, and multilateral defense engagements.
- Oversee DoD participation in Asian regional forums, including developing deliverables and staffing senior-leader participation in venues such as the East Asia Summit, the ASEAN Defense Ministers Meeting Plus, and the ASEAN Regional Forum.
- Develop annual priorities, budgets, and activities for regional security assistance programs, including foreign military sales and military training and education for Asia-Pacific nations.
- Manage multilateral dialogues on Asian defense affairs with Asian and European allies, including establishing annual workplans, developing deliverables for senior leaders, and directing engagements with foreign partners.
- Establish Asia-Pacific policy priorities and guidance for departmental strategic reviews and budgeting processes, including the Quadrennial Defense Review and annual Program Budget Reviews.

Senior Advisor to the Assistant Secretary

June 2012 - October 2012

Office of the Assistant Secretary of Defense for Asian and Pacific Security Affairs (APSA) – Washington, D.C

- Manage special projects on behalf of the Assistant Secretary, including departmental review of Southeast Asian assistance programs.
- Manage substantive planning for senior-level visits to the region. Work with APSA staff to develop leadership deliverables, briefing materials, and strategic communications plans.
- Oversee APSA strategic communications planning, including guiding the development of all senior-level public engagements on Asian defense issues.

Regional Affairs Adviser

2010 - 2012

Office of the Deputy Assistant Secretary of Defense for South and Southeast Asia (APSA/SSEA) – Washington, D.C.

- Managed DoD working group and team of outside advisers responsible for developing an Indian Ocean Security Strategy.
- Directed maritime security planning for South and Southeast Asia, including developing U.S. defense strategy in the South China Sea and establishing a new maritime security initiative in Southeast Asia.
- Oversaw strategic planning and communications for all Southeast Asia initiatives associated with the Department's Global Posture Review, including the establishment of bilateral working groups in Australia and Singapore.
- Represented the Assistant Secretary and Deputy Assistant Secretary in inter-agency meetings and bilateral negotiations on regional affairs. Served as the OSD representative on inter-agency team to negotiate re-engagement with Indonesia's special forces.

Special Assistant to the Assistant Secretary

2009 - 2010

Office of the Assistant Secretary of Defense for Asian and Pacific Security Affairs (APSA) – Washington, D.C

- Managed APSA's participation in the development and rollout of DoD's strategic reviews, including the November 2009 Afghanistan Review, Quadrennial Defense Review, and the Nuclear Posture Review.
- Oversaw APSA's legislative affairs, including coordinating all legislative budget proposals and appeals, preparing the Assistant Secretary for congressional testimony and briefings, and coordinating the development of congressional reports.
- Managed APSA's strategic communications processes, including developing FY10 strategic communications priorities, preparing the Assistant Secretary for all public engagements, and drafting speeches, op-eds, and media talking points.

Research Associate

2008 - 2009

Center for a New American Security – Washington, D.C.

- Served as project lead for study of lessons learned in nuclear negotiations with Iran and North Korea.
- Researched and co-authored a study on the U.S.-ROK alliance, *Going Global: The Future of the U.S.-South Korea Alliance*.
- Co-authored a study on U.S.-China bilateral security dialogues for the Department of Defense's Office of Net Assessment.
- Provided background research and editing for multiple studies on security relations in the Asia-Pacific, including an analysis of Asian security responses to the Iraq War, an evaluation of Japan's fighter modernization plans, and a regional security strategy.
- Planned and coordinated Track 1.5 dialogues with Asian partners, including Japan, Singapore, and Taiwan.
- Evaluated historical trends in defense and international affairs appropriations for research project on "Restoring Civilian Capacity."

Consultant

2007

United Nations Development Agency for Women, East and Southeast Asia Regional Headquarters – Bangkok, Thailand

- Led annual effort to establish baseline reporting on rule of law, domestic governance, and women's rights in Southeast Asia. Researched and wrote baseline assessments for five Southeast Asian countries – Thailand, Malaysia, Vietnam, Indonesia, and the Philippines, which were utilized by UNIFEM headquarters.
- Developed UNIFEM Southeast Asia's first regional performance measurement system, which established a uniform reporting framework for country teams to use in the field.
- Assisted with the establishment of a new project on *Youth, Employment and Migration* for UNIFEM's China country team.

Policy Research Team Leader/Editor

2005 - 2006

Congressional Research Service – Austin, TX

- Co-authored and served as lead editor for a report evaluating border and port security initiatives, *Port and Supply-Chain Initiatives in the United States and Abroad*.
- Served as the project lead for the Hong Kong/China research team and conducted interviews with Hong Kong officials.
- Conducted an extensive review of implementation of maritime and transportation security initiatives including the Container Security Initiative (CSI), the Customs-Trade Partnership Against Terrorism (C-TPAT), the International Convention for the Safety of Life at Sea (SOLAS), and the International Ship and Port Facility Security Code (ISPS).

Research Analyst

2004 - 2006

Sheshunoff Management Services, L.P. - Austin, TX

- Lead project liaison managing statistical analysis for \$1.5 million development project of new financial analytics software for the banking industry.
- Coordinated market research, and developed project database for conducting analysis of client revenues.
- Edited financial contracts, agreements and sales proposals to ensure compliance with federal financial guidelines.

ACADEMIC EXPERIENCE**Graduate Teaching Assistant**

2007 - 2008

LBJ School of Public Affairs – Austin, TX

- Teaching Assistant for [REDACTED] (b)(6) - *The East Asian Century, and Policymaking in an Age of Interdependence*.
- Assisted with the development of class syllabi and assignments; coordinated logistics for visiting scholars and foreign officials; provided weekly office hours for 25-30 graduate students.

Graduate Research Assistant

2006 - 2007

Robert S. Strauss Center for International Security and Law – Austin, TX

- Conducted background research on U.S. foreign policy and presidential leadership for Director of Studies [REDACTED] (b)(6)
- Identified potential partnerships with educational and state organizations and evaluated new grant opportunities.

PUBLICATIONS

- "21st Century Strategy with 19th Century Institutions: The Challenge of Bureaucracies in the U.S.-China Relationship," in *China's Arrival: A Strategic Framework for a Global Relationship*. Center for a New American Security (September 2009).
- "No Illusions: Regaining the Strategic Initiative with North Korea." Co-authored with Abraham Denmark, Zachary Hosford, Nirav Patel, and Michael Zubrow. Center for a New American Security (June 2009).
- "U.S.-DPRK Nuclear Negotiations: A Survey of the Policy Literature." Co-authored with Zachary Hosford and Michael Zubrow. Center for a New American Security (April 2009).
- "Going Global: The Future of the U.S.-South Korea Alliance." Co-authored with Kurt M. Cambell, Nirav Patel, and Vikram J. Singh. Center for a New American Security (February 2009).
- "Rebuilding Civilian Capacity--It's All About the Hill." Co-authored with Vikram J. Singh. *World Politics Review*, December 23, 2008.
- "Port and Supply-Chain Initiatives in the United States and Abroad." Editor. Lyndon B. Johnson School of Public Affairs, Policy Research Project Report Series, no.150, Austin, TX, 2006.

EDUCATION

Master of Public Affairs, August 2008
LBJ School of Public Affairs, GPA 3.97
The University of Texas at Austin

Master of Arts in Asian Studies, August 2008
The University of Texas at Austin
Study Abroad: Beijing, China

Bachelor of Music in Vocal Performance, 2000
Samford University, Birmingham, AL
magna cum laude, GPA 3.83

SKILLS/QUALIFICATIONS

- (b)(6)
- Languages: Fluent French, Proficient Mandarin Chinese
- Computer: Microsoft Office, Microsoft Access, SAS
- Awards: Presidential Management Fellowship (2008); University of Texas Bruton Fellow (2007-2008); LBJ Foundation Scholar (2005-2007)

JASON WILLIAM FORRESTER

(b)(6)

CURRENT POSITION

**Assistant Secretary of the Army (Manpower & Reserve Affairs),
U.S. Department of Defense** (July 2011 – Present) Washington, DC
Presidentially-appointed Special Assistant. Improve well-being of Soldiers, Army Families, and Army Civilians, focus on assisting transitioning Soldiers succeed in post-Army careers. Support interagency effort to create a career-ready military, as called for by President Obama. Special project: lead Army-Department of Labor effort to better identify and assist unemployed post-9/11 Army Veterans.

Office of the Secretary of Defense, U.S. Department of Defense (Aug. 2009 – July 2011) Washington, DC
Presidentially-appointed Special Assistant in the Office of the Assistant Secretary of Defense (Legislative Affairs)

- *Senior Advisor, Efficiencies Initiative*
- *Legislative Advisor, Comprehensive Review Working Group (Don't Ask, Don't Tell)*
- *Team Chief, Personnel and Readiness*

RESEARCH AND ADVOCACY EXPERIENCE

Veterans for America (Jan. 2007 – Aug. 2009 & Mar. 2001 – Nov. 2003) Washington, DC
Director of Policy/Co-Director National Guard Program. Co-directed program focused on improving post-combat care for U.S. Service members who had been deployed to Iraq and/or Afghanistan; reforming deployment policies by increasing dwell time for Service members who had been deployed multiple times; addressing needs created by heavy reliance on National Guard. *From 2001-2003 served as Research Director for the Nuclear Threat Reduction Campaign, a project of the Nobel Peace Prize-Winning Vietnam Veterans of America Foundation (VVAFA), predecessor to VFA.*

Center for Strategic & Int'l Studies (Aug. 2004 – Feb. 2005 & Apr. 2006 – Aug. 2009) Washington, DC
Visiting Fellow, International Security Program. Research, field research, and writing on U.S.-Asia security, non-proliferation, and nuclear terrorism prevention. Collaborated with Kurt Campbell, Michèle Flournoy, and Robert Einhorn.

The Brookings Institution, Foreign Policy Studies Program (Mar. 1998 – Mar. 2001) Washington, DC
Senior Researcher. International security research for two senior fellows

Carnegie Commission on Preventing Deadly Conflict (Aug. 1997 – Jul. 1998) Washington, DC
Research/Administrative Assistant. Research, writing, and editing of final report

Short-term consultant to:

- Carnegie Endowment for International Peace, *Non-Proliferation Project* (2004-2005)
- CNN, "Rehearsing Doomsday" documentary, *Democracy in America* series (2000)

GOVERNMENT AND POLITICAL EXPERIENCE

The Carter Center (Aug. 2006 – Nov. 2006) Georgetown, Guyana
Director, 2006 Guyana Elections Observation Presence. Represented The Carter

Resume of Jason William Forrester

Center and President and Mrs. Carter in Guyana for the pre-election and post-election periods; served as liaison to Guyanese political leaders and diplomatic community; and managed six staff members and budget of \$100,000

Office of Senator John D. Rockefeller IV, U.S. Senate (Mar. 2005 – Apr. 2006) Washington, DC
Legislative Assistant for Foreign Affairs and Defense. Foreign and defense policy advisor; worked with leading Democratic Senate offices in crafting national security positions; created and tracked legislation; prepared senator for media appearances; speechwriting

Alliance for American Leadership (Mar. 2004 – Mar. 2005) Washington, DC
Executive Director. Oversaw activities of more than 300 foreign policy experts dedicated to strengthening the Democratic Party's leadership in national security affairs

General Wesley K. Clark for President (Nov. 2003 – Feb. 2004) Little Rock, AR
Deputy Foreign Policy Advisor. Assisted in developing foreign policy positions; liaised with congressional offices on national security matters; led 20-person research team; assisted in preparing foreign policy speeches; drafted and edited position papers

Gore/Lieberman 2000 (Nov. 1999 – Nov. 2000) Washington, DC
Senior Analyst. Under direction of Vice President's National Security Advisor and campaign's Senior Foreign Policy Advisors served as liaison to campaign advisory groups

EDUCATION

The Fletcher School of Law and Diplomacy, Tufts University Medford, MA
M.A.L.D. (1996)
Fields: Comparative Developmental & Political Analysis and U.S. Foreign Policy

Sewanee: The University of the South Sewanee, TN
B.A. (1993) *Cum Laude, Phi Beta Kappa* (political science)

SELECTED MEDIA APPEARANCES AND TESTIMONY

- National Public Radio, Talk of the Nation. "No Purple Heart For PTSD Diagnosis," January 28, 2009, www.npr.org/templates/story/story.php?storyId=99959676
- The Diane Rehm Show, "Services for Veterans Returning from War," November 11, 2008, www.wamu.org/programs/dr/08/11/11.php
- Participant in panel discussion on post-combat needs of troops at The Juilliard School, New York City, New York, on September 16, 2008
- NewsHour with Jim Lehrer, "New Policy Urges Soldiers to Seek Mental Health Care," May 1, 2008, http://www.pbs.org/newshour/bh/health/jan-june08/troops_05-01.html
- Testified before the House Committee on Veterans' Affairs (full committee) hearing on "Post Traumatic Stress Disorder (PTSD) and Personality Disorders: Challenges for the U.S. Department of Veterans Affairs," July 25, 2007, <http://veterans.house.gov/hearings/hearing.aspx?NewsID=45>
- Testified before the President's Commission on Care for America's Returning Wounded Warriors, 2007

PUBLICATIONS

- Congressional Attitudes on the Future of the U.S.- South Korea Relationship, May 24, 2007, www.csis.org/component/option,com_csis_pubs/task,view/id,3884/.
- "Perspectives on Civil Violence: A Review of Current Thinking," in *Military Intervention: Cases in Context for the Twenty-First Century*, (Rowman and Littlefield, 2004), with John Steinbruner.
- "Reassessing the Atomic Calculus: The 2002 Nuclear Posture Review," *National Security Studies Quarterly*, Winter 2002, with Brian Finlay.

Resume of Jason William Forrester

- "Balancing Homeland Security and Freedom of Information," *Natural Resources & Environment*, Winter 2002, with Stephen Gidiere.
- "Measuring U.S. Military Readiness," *National Security Studies Quarterly*, Spring 2001, co-authored.
- "Institutional Foundations of Nuclear Arms Control – the ABM," *The Monitor: Nonproliferation, Demilitarization, and Arms Control*, Fall 1999/Winter 2000.

PROFESSIONAL AND EXTRACURRICULAR ACTIVITIES

- Member, Veterans for Obama Policy Team (2008)
- Member, International Institute for Strategic Studies (IISS)
- Former Term Member, Council on Foreign Relations (CFR)
 - Member, Washington, DC Term Member Advisory Committee
 - Co-Chair, Iran Term Member Roundtable
- Member, Carter Center Guyana Elections Observation Mission, Mar. 2001
- Varsity Football (1989-1992), Captain (1992), pre-season All-American Division III (1992)

AWARDS AND HONOR SOCIETIES

- 2008 Distinguished Young Alumnus, Sewanee: The University of the South
- Thomas J. Watson Foundation Fellow, 1993-94
- Awarded J. William Fulbright Scholarship, 1993 (declined in favor of Watson Fellowship)
- National Collegiate Athletic Association Post-Graduate Scholar, 1992
- National Football Foundation & College Football Hall of Fame Scholar-Athlete, 1992
- *President*, Pi Sigma Alpha, Sigma Gamma Chapter (National Political Science Honor Society)

Honorable Christine H. Fox

Senior Advisor

The Johns Hopkins University Applied Physics Laboratory

Ms. Fox joined the National Security Analysis Department at The Johns Hopkins University Applied Physics Laboratory (APL) as a Senior Advisor in August 2013.

Prior to joining APL, Ms. Fox served as the Director, Cost Assessment and Program Evaluation in the Office of the Secretary of Defense. She was appointed to that position in November 2009. A Presidential appointee confirmed by the United States Senate, Ms. Fox served as the principal staff assistant to the Secretary of Defense for analyzing and evaluating plans, programs, and budgets in relation to U.S. defense objectives and resource constraints.

Ms. Fox possesses three decades of experience as an analyst and research manager focusing on defense issues, with a special emphasis on operations. She formerly served as the President of the Center for Naval Analyses (CNA), a Federally Funded Research and Development Center, and as the scientific analyst to the Chief of Naval Operations. Prior to her appointment as President of CNA, Ms. Fox was the Vice President and Director of CNA's Operations Evaluation Group, responsible for approximately 85 field representatives focused on helping operational commanders execute their missions. She oversaw CNA's analysis of real-world operations, including the operations in Bosnia and Kosovo in the 1990s, operations in Afghanistan immediately following the September 11th attacks, and the operation in Iraq in early 2003.

Ms. Fox served as a member of NASA's Return to Flight Task Group, chartered by the NASA Administrator to certify the recommendations made by the Columbia Accident Investigation Board. She was also a member of the Advisory Board of the Applied Physics Laboratory, University of Washington from 2007 until 2009.

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

Jacob Freedman

(b)(6)

Experience

The Atlas Project, *Targeting Lead* Aug. 2007 - Present

- Authored dozens of strategic roadmaps for 2008 and 2010 campaigns, conducting a thorough analysis of past election results, NCEC targeting, polling, demographic data and voter file information to present a narrative explanation of the path to victory for Democrats in key states.
- Presented findings to clients in briefings. Authored numerous presentations for The Atlas Project's principals to deliver before high-level audiences.
- Worked closely with clients, including labor unions and Democratic Party committees, and carried out requests for additional custom research. Helped guide and shape research projects and assumed a leadership role within the firm.

Campaign for Change Aug. 2008 – Nov. 2008

Voter File Manager—Georgia and Virginia

- Led in-state voter targeting efforts for the Obama campaign in Georgia. Redeployed to Virginia after the campaign pulled resources out of the state. Worked closely with Virginia state leadership to construct targeted lists of voters for get-out-the-vote efforts; analyzed and presented data from the field to help make critical strategic decisions in the final months of the campaign.
- Set voter contact and volunteer recruitment goals for Virginia's statewide field staff, and developed system for tracking their progress on a daily basis.

Congressional Quarterly May 2004-Sept. 2006

Economic Affairs Reporter

- Wrote numerous articles for CQ Weekly, CQ Today and cq.com focusing on economic policy debates in the United States Congress. Covered issues such as the federal budget and appropriations process, tax policy, executive compensation and regulation of securities markets. Thrived in deadline-driven environment where accuracy was paramount.
- Conducted lengthy interviews with members of Congress and wrote several profiles published in *Politics in America 2008*.

Graphics Reporter

- Responsible for conceiving creative and informative graphics, often on tight deadlines. Compiled data from a variety of sources and wrote explanatory text for graphics in CQ Weekly and CQ Today. Developed interest and expertise in the visual display of data and information.

Defense and Foreign Policy Researcher

- Fact-checked stories relating to national defense and foreign policy issues prior to publication.

Education

Central European University—Budapest, Hungary 2007

- Master of Arts with Distinction in International Relations and European Studies
- International Political Economy Concentration. Grade point average: 3.7/4.0

University of Pennsylvania, College of Arts and Sciences 2004

- Bachelor of Arts with Distinction in History, Magna Cum Laude
- Senior Honors Thesis in European History. Grade point average: 3.6/4.0

Activities and Awards

- Paid writer for Chew.hu—a Hungarian food and wine website.
- Fellowship recipient, 2006-2007, Central European University.
- Wasserman Prize, 2004, American Jewish Historical Society—best essay by university student.
- University of Pennsylvania Rose Award, 2004—recognizes outstanding achievement in research.
- Benjamin Franklin Scholar, 2000-2004—University honors program for top 10 percent of admitted class.

Alice E. Hunt

(b)(6)

EDUCATION

American University School of International Service, Washington, DC

M.A. International Affairs and U.S. Foreign Policy, May 2006

• Sub-specialty in military intervention and stability operations

• Thesis: *Civil-Military Relations and Humanitarian Intervention: A Re-Examination of the Politics of Military Advice*

Smith College, Northampton, Massachusetts

B.A. Government, Cum Laude, May 2002

PROFESSIONAL EXPERIENCE

Center for a New American Security

March 2007—Present

Research Associate, Washington, DC

- Provide principal research support to Michèle A. Flournoy, President and Co-Founder of organization
- Managed the Solarium II: Violent Extremism project; co-author of final report (forthcoming)
- Author, contributing author, and researcher for numerous news articles, reports, speeches and fact sheets
- Provided executive administrative support to President and Senior Vice President, including travel and scheduling support, event planning and coordination, and external relations.

Center for Strategic and International Studies

September 2006—March 2007

Research Consultant, Post Conflict Reconstruction Project, Washington, DC

- Contributing author, *Mixed Blessings: U.S. Government Engagement with Religion in Conflict-Prone Settings*
- Researched practices of Department of Defense and U.S. Intelligence Community regarding cultural intelligence; authored weekly surveys of contemporary Nigerian politics

Office of Congressman Jerrold Nadler

January 2006—May 2006

Legislative Intern, Washington, DC

- Performed research on foreign affairs, national security, armed services issues, human and civil rights, and other issues as-needed
- Drafted speeches and constituent letters for the Congressman

Docs For Tots

February 2005—January 2006

Advocacy Network Coordinator and Special Projects Director, Washington, DC

- Recruited nationwide advocacy network of medical doctors, tripling network membership
- Assisted design and content of Docs For Tots website: <http://www.docsfortots.org>

Public International Law and Policy Group

January 2005—May 2005

Research Assistant, Special Projects, Washington, DC

- Co-authored web-published *Drafters Handbook* on peacekeeping operations:
<http://www.pilpg.org/areas/peacebuilding/peacehandbook/peacekeeping.pdf>

AmeriCorps National Service

August 2002—August 2003

Case Manager, Big Brothers, Big Sisters of Colorado, Denver, CO

- Directed four school-based mentoring programs
- Completed over 1,700 hours of national service

International Labor Organization

February 2001—July 2001

Research Assistant Internship, Geneva, Switzerland

- Authored analytical summaries of member states' political and legal systems for ILO legal database
- Conducted outreach to country representatives to broaden application of ILO standards

LANGUAGES

Fluent French; Proficient Spanish; Beginning Mandarin

BISHOP M. GARRISON, JR.



Objective: Experienced former officer, nationally published blogger and West Point graduate with a Juris Doctor and demonstrated success in management and consulting opportunities. I am looking for a position in the Northern Virginia area in which I can directly engage work using my unique experiences and skill set.

EXPERIENCE

Deputy White House Liaison, White Liaison Office, Department of Defense

February 2013 - Present

- Remains informed on the latest procedures, policies, protocol and proposals that govern the Department of Defense.
- Directly supports the needs of the White House Liaison and acts on behalf of the White House Liaison when the need arises.
- Aides the White House Liaison developing the next generation of national security professionals, supporting our appointee team, and working to ensure that all appointees have the resources they need to execute their mission.
- Develops and maintains tracking systems, necessary metrics and best practices in the office's ongoing support of the Office of the Secretary of Defense.
- Acts as a main Point of Contact for candidates as they navigate the interview, vetting, and on-boarding processes, and will become a trusted advisor and problem solver for new appointees during their initial stages with the department.
- Works closely with the Department's career HR and personnel professionals to process hiring and personnel actions

State Operation Vote Director and Veterans Outreach Director – Virginia, OFA-VA

Richmond, VA

March 2012 – November 2012

Developed and executed a metrics-based constituency mobilization and communications plan focused on turn-out of key demographic groups in support of President Obama and Democrats up and down the ticket. Worked with other senior leadership to develop and manage programs aimed at increasing voting for these groups.

- Developed and continued programmatic maintenance of 7 full Operation Vote programs with routine events and capacity building efforts along with supporting regular principle White House visits from the President and high level officials.
- Won majority votes or tied in all 7 constituency groups in which Operation Vote programs were maintained with historic turnout among African Americans and Youth within Virginia
- Won 49% of veterans supporters as reported in exit polls conducted by Fox News

Federal Consultant, Deloitte Consulting, LLC

Arlington, Virginia

July 2010 – March 2012

Worked as a Consultant with Deloitte Consulting's Federal Practice based in Washington D.C. area. Provided innovative general management solutions to key Federal clients in strategy and operations and other advisory services on a wide variety of projects for the government. Received 4 "2" ratings - the highest ranking allowed for projects in the Deloitte rating system – for 4 separate projects during final rating period.

- Project - Capabilities and Requirements Management Systems (CARMS) for the Department of Defense's Medical Health System; directly supported the Integrated Clinical Informatics Board as a Team Lead and Inpatient/Outpatient Information Management services in establishing charters, procedures and other requirements at the client's request;

- Worked as a Fellow for the Deloitte Leadership Advisory Board supporting the efforts of former and retired executive level government officials and military Flag Officers on array of initiatives designed to place the firm in new federal market space in which it currently does not practice with emphasis on Defense, National Security, and Civil-Military operations.
- Worked with the Department of State account's Peace and Security Operations Team on a number of initiatives and proposals in the Civil-Military and Political-Military affairs space in support of a variety of offerings for clients.

Summer Clerk, Ford and Harrison, LLC
Spartanburg, South Carolina

July 2009 – August 2009

Researched employment law related issues in defense of both private and government clients. Drafted legal briefs relating to the strategic defense of clients under the auspicious guidance of a senior associate and partner. Received one-on-one critique on legal writing and drafting based upon research and analysis product.

American Recovery and Reinvestment Act – WIA Summer Work Program - Program Coordinator
Spartanburg, South Carolina

June 2009 – August 2009

Supervised the instruction, curriculum, training, and welfare of a federally funded program consisting of 71 teenagers of lower socioeconomic status or otherwise considered “at-risk”. Coordinated the initial program development, structure and budget to ensure compliance with federally mandated standards and guidelines; oversaw \$200,000 budget and tracked all procurement and spending practices.

Extern, Office of Senator Janet Howell, Virginia General Assembly
Richmond, Virginia

January 2009 – March 2009

January 2010 - March 2010

Prepared research, analysis, and recommendations on a variety of legislative issues for the Senator’s review. Provided legal opinions on social and economic issues affecting the Commonwealth and its citizens. Participated in the discussions with constituents and lobbyists on subject matter relevant to proposed legislation. Attended committee meetings and provided input and analysis of events for the Senator. Researched, analyzed and tracked bills within the Senate Courts of Justice Committee to identify those with potentially significant legal ramifications during the 2009 and 2010 sessions.

Blogger, The Huffington Post
Arlington, VA

December 2012 to Present

Published multiple commentary pieces on current affairs in the United States, involving topics ranging from race and success to legislative gun control reform efforts. Profile can be found at <http://www.huffingtonpost.com/bj-garrison/>

EXPERIENCE

Officer, United States Army 2002-2007

Captain	September 1, 2005 – August 1, 2007
First Lieutenant	December 15, 2003 – September 1, 2005
Second Lieutenant	June 1, 2002 – December 15, 2003

Executive Officer to the Chief of Staff and Command Group Operations Officer
Fort Carson, Colorado

June 2006 to August 2007

Coordinated with both civilian and military personnel in scheduling calendar events, travel arrangements, meetings, and briefings information for the entire executive command group consisting of six senior Army officials and their personal staffs.

- Worked as project officer for the movement, redesign, and construction of a new headquarters facility; coordinated with multiple telecommunications, force protection, operations, installation security, and budget personnel to ensure the success of a \$9 million project.

Regimental Support Squadron Signal Officer, 3rd Armored Cavalry Regiment

Fort Carson, Colorado and deployed to Tal' Afar, Iraq

July 2004 to June 2006

Supervised the training, health and welfare of five personnel; ensured that the proper communications support was provided for subordinate organizations' missions; successfully managed the accountability and maintenance of automation and communications equipment valued in excess of \$10 million ensuring that no major end items were lost or damaged. Managed all communications and automations assets for an 1100 Soldier squadron.

Headquarters and Avenger Platoon Leader, 3rd Armored Cavalry Regiment

Fort Carson, Colorado and deployment to Anbar Province, Iraq

February 2003 to July 2004

Supervised and oversaw the individual and collective training, health, welfare, safety, and professional development of up to 34 soldiers; and managed the accountability, security, maintenance, and readiness of ten vehicles. Planned and led 150 successful combat missions without any injuries or casualties

- Led numerous route and area reconnaissance missions and counter-ambush missions that resulted in the discovery of dozens of improvised explosive devices prior to detonation.

EDUCATION

Sorensen Institute for Political Leadership, University of Virginia, Charlottesville, Virginia

Political Leaders Program (PLP) Graduate, December 2011

William and Mary School of Law, Williamsburg, Virginia

Juris Doctor, May 2010

Honors and Activities:

William and Mary School of Law Honor Council:

Associate Justice, 2007-2008

Chief Justice, 2008-2009

William and Mary Business Law Review

Founding Staff Member

William and Mary Law Dean's Associate, 2009-2010

William and Mary Law Student Bar Association Peer Mentor, 2008-2010

Peer Group Leader 2009-2010

Black Law Student Association

BLSA Peer Mentorship Program, 2008-2010

Political and Cultural commentary contributor, Marshall-Wythe Press, 2008-2010

Virginia Bar Association Community Servant, 2007-2008

United States Military Academy at West Point, West Point, New York

B.S., American Legal Studies (Pre-Law), June 2002

Honors and Activities:

Honor Committee August 1999 - June 2002

Cadet Company Commander August 2001 - December 2001

2002 MAJ O'Connell Award runner-up for Prose

COMMUNITY SERVICE: Member, Arlington/Alexandria Workforce Investment Board and Youth Council Sub-Committee; Greater DC Cares Emergency Response Volunteer, Greater DC Cares Volunteer Leader; SCAN of Northern Virginia Court Appointed Special Advocate (CASA), Former Commissioner, Alexandria Commission on Employment

SPECIAL ACHIEVEMENTS: Meritorious Service Medal, Bronze Star Medal with one Oak Leaf Cluster, Combat Action Badge, Air Defense Officer Basic Course (Honor Graduate), Parachutist Badge

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- Objective** Political appointment within legislative affairs in the Obama Administration.
- Summary** Articulate, meticulous and effective professional with over eight years of legislative affairs experience at the highest levels of the Department of Defense. Extensive background in federal procurement policy and defense acquisition reform legislation. Proven success in formulating and managing legislative strategies and representing budgetary matters to Members and staff of the U.S. House of Representatives and Senate.
- Acquisition & procurement policy
 - Strategic planning
 - Collaboration & coalition building
 - Problem solving & negotiating
 - Leadership counsel
 - Time management
-

Experience

- Acquisition Reform** Planned and synchronized all of the Department of Defense's acquisition reform engagements with both chambers of Congress during the 111th Congress. Successfully shaped the Weapon Systems Acquisition Reform and IMPROVE Acts to reflect the Defense Department's needs and priorities.
- Strategic Planning** Key architect in the development of the Pentagon's Congressional engagement strategy for the 2013 defense budget which proposed significant budget cuts impacting almost every Congressional delegation. Crafted a coordinated cross-service plan that included a myriad of strategic and tactical engagements with Members of Congress and staff to ensure a consistent message.
- Coalition Building** Led the Department's 2009 actions to align the interagency and to engage Congress to reauthorize the Defense Production Act, legislation which had not been revised significantly in over 40 years. Achieved consensus within multiple House and Senate committees that enabled the passage of this critical legislation.
- Negotiating** Positively influenced the outcome of two highly visible Committee probes into the Department's procurement practices. Collaborated with Congressional staff and investigative counsel to ensure the final reports were favorable to the Department's existing policies and procedures.
- Leadership Counsel** Prepared the Department's most senior leaders, including the Deputy Secretary of Defense, Under Secretary of Defense (AT&L), Deputy Chief Management Officer and Director of Procurement and Acquisition Policy, to represent the Department at numerous contentious Congressional hearings and engagements.
- Time Management** Served simultaneously as the Deputy Assistant Secretary of Defense and Director for House Affairs and the OSD Legislative Affairs Special Assistant for Acquisition and Logistics during the transition to a new and split Congress.

Work History**U.S. Naval Officer****1990 - 2012**

Over 22 years of experience in positions of increasing accountability. A proven record of leading small and large groups of diverse military professionals to achieve high levels of productivity in operational and staff environments.

Director, House Affairs**2010 - 2012**

Office of the Secretary of Defense for Legislative Affairs

Uniformed legislative advisor to the Secretary and Deputy Secretary of Defense on matters involving the U. S. House of Representatives. Formulates and manages legislative engagement strategies to achieve Departmental priorities. Develops and represents Department positions regarding pending legislative and budgetary matters to Members of the House and their staffs.

Special Assistant for Acquisition, Logistics & Business Management**2008 - 2010**

Office of the Secretary of Defense for Legislative Affairs

Principal legislative advisor for the Office of the Secretary of Defense, Under Secretary of Defense for Acquisition, Logistics & Technology and liaison to the U.S. House and U.S. Senate on matters involving acquisition, procurement, logistics & materiel readiness, manufacturing & industrial policy, and business management & transformation.

Chief, Director of Defense Logistics Agency's Command Staff Group**2005 - 2008**

Defense Logistics Agency Headquarters

Executive assistant to the Director of the Department of Defense's largest joint logistics agency. Crafted internal and external strategic communication tools for the Director and Vice Director.

Liaison Officer to the U.S. House of Representatives**2002 - 2005**

Navy Office of Legislative Affairs

Engaged Members of the House of Representatives, Leadership and their staffs on the Navy's programs and legislative priorities. Served as the Navy's liaison to the U.S. House and U.S. Senate on acquisition policy and small business outreach issues. Escorted congressional travel.

Education

M.S. with Distinction Contract Management, Naval Postgraduate School, Monterey, California

B.S. Business Administration, Miami University, Oxford, Ohio

Affiliations

Navy Acquisition Professional Community

Certified Professional Contracts Manager, National Contract Management Association

J. MICHAEL GILMORE

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

Education

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

Work Experience

- 2001-2009 Assistant Director for National Security, Congressional Budget Office (CBO). Responsible for CBO's National Security Division, which performs analyses of major policy and program issues in national defense, international affairs, and veterans affairs. Specific areas of investigation include the long-term implications of current defense policies and programs, the implications of transformation for equipping and operating U.S. military forces, the effectiveness and costs of alternative approaches to modernizing U.S. military forces, and the resource demands associated with operating and supporting U.S. military forces.
- 1994-2001 Deputy Director, General Purpose Programs, Office of the Secretary of Defense, Program Analysis and Evaluation (OSD(PA&E)). Responsible for developing, formulating, and implementing Secretary of Defense policies on all aspects of Department of Defense general purpose programs, including analyzing the operational effectiveness and costs of U.S. conventional military forces and supporting programs.
- 1993-1994 Division Director, Operations Analysis and Procurement Planning, Office of the Deputy Director, Resource Analysis, OSD(PA&E). Responsible for performing independent analyses of the costs of major defense acquisition programs.
- 1990-1993 Analyst, Strategic Defensive and Space Programs Division, Office of the Deputy Director, Strategic and Space Programs, OSD(PA&E). Developed alternatives to and performed independent assessments of the operational effectiveness and costs of national and theater missile defense programs, as well as strategic command, control, and communications programs.
- 1989-1990 Analyst, Falcon Associates, McLean Virginia. Performed analyses of the effectiveness of missile defense and command and control programs for sponsors within the Department of Defense.
- 1985-1989 Analyst, and later Manager, Electronic Systems Company Analysis, McDonnell Douglas Washington Studies and Analysis Group. Directed and performed analyses of the

effectiveness of strategic and tactical command and control programs for sponsors within McDonnell Douglas Corporation and the Department of Defense.

1981-1985 Scientist, magnetic fusion energy program, Lawrence Livermore National Laboratory, Livermore California. Developed computational models of the performance of magnetic fusion energy concepts and experiments.

ANNA E. MOREY

(b)(6)

- EXPERIENCE**
- JYP Consulting** **Washington, DC**
Senior Associate September 2005-Present
- Coordinate domestic political development
 - Assist in the planning and logistical execution of fundraisers and campaign events across the country
 - Assemble, manage, and execute finance operations for a congressman from Washington (06) and a senator from Rhode Island (08)
 - Analyze and summarize political intelligence for principles and donor meetings
 - Facilitate strategy with clients
 - Research and disseminate briefings on principles and potential political contacts
 - Deployed to Ohio (06) and Iowa (08) to implement regional Get-Out-The-Vote field operations
- Democracy Radio, Inc.** **Washington, DC**
Finance Assistant March-August 2005
- Assisted in all aspects of non-profit fundraising to include a \$500,000 fundraising initiative
 - Compiled and maintained constituency information
 - Updated and maintained online content for Democracy Radio website
 - Compiled research from media sources for online content and production of reports
- MedChi, The Maryland State Medical Society** **Annapolis, MD**
Legislative Assistant February-March 2005
- Tracked medical malpractice bills in the General Assembly
 - Compiled legislative summaries for constituents through open source research
 - Acted as a liaison between MedChi and medical professionals
- Gephardt for President** **Washington, DC**
Intern to Regional Finance Director, Field Intern May 2003-January 2004
- Maintained database for all financial donors
 - Acted as a liaison with potential donors at fundraising events
 - Gathered polling information for key campaign initiatives through grassroots campaigning
- Co-Operation Ireland** **Dublin, Ireland**
Intern to Development and Special Events Coordinator March-April 2003
- Compiled databases for fundraising events and annual donors
 - Provided support to the development staff in event planning and post event follow-up
 - Acted as a liaison between the charity and students in community building workshops
- EDUCATION**
- Boston University College of Arts and Sciences** **Boston, MA**
B.A., International Relations May 2004
Concentration in Foreign Policy and Security Studies
Minor: History, concentration in Irish Studies
- Related Course Work**
- U.S. National Security
 - History of International Relations
 - Geopolitics
 - Economics
 - Foreign Intelligence Systems
 - U.N. Peacekeeping
- Dublin Internship Programme** **Dublin, Ireland**
Studies in Irish History and Society January-April 2003
- Conducted an anthropological study through coursework, in-country travel, and an internship with Co-Operation Ireland
 - Facilitated dialogue between student groups to gather research on community initiatives sponsored by the organization
- International TEFL Certificate** **Barcelona, Spain**
TEFL Program August 2004
- SKILLS**
- Knowledge of Word, Excel, PowerPoint, Outlook, Access, and Publisher; working knowledge of French

Greg Grant

(b)(6)

Experience

Department of Defense, Washington, DC
Speechwriter to the Secretary of Defense

2010-Present

Work in a close and confidential capacity and with access to sensitive information for Secretary of Defense Leon Panetta and previously for Secretary Robert Gates. Responsible for preparation of speeches, public statements, statements to Congress, articles for publication, opening statements for press conferences and introductory remarks for diplomatic occasions, and for making inputs to, or personally preparing, such material for the White House. Extensive overseas travel with the Secretary and Department of Defense senior leaders.

Military.com, Washington, DC
Editor

2008-2010

Editor of the national security blog *DefenseTech*. Also covered the top defense, national and international security and defense industry stories and provided in-depth analysis for the online publication *DoD Buzz*. Demonstrated ability to combine complex data analysis with narrative writing and explication of defense budgeting and congressional processes. Proven expertise in digital media production, including web site production, audio and video.

Atlantic Media Group, Washington, DC
Defense and Foreign Affairs Writer

2006-2008

Wrote feature length analytical pieces on the wars in Iraq and Afghanistan and efforts by the military, intelligence services and other federal agencies to adapt to emerging global security challenges for *Government Executive* magazine. Focused research and analysis in the defense field including reporting on the Pentagon as the world's largest purchasing agency and security policy issues facing senior federal leaders.

Defense News, Washington, DC
Land Warfare Writer

2005-2006

Analyzed defense budgeting, defense policy, defense industry and national security posture reviews, the weapons development process and the global arms trade. Reported from several foreign locations including Iraq, Afghanistan and Jordan covering breaking news, analysis and U.S. and foreign military operations. Covered industry mergers and acquisitions and market performance.

Freelance War Correspondent, Iraq and Afghanistan

2003-2005

Spent over a year in Iraq and Afghanistan and wrote for *Jane's Defense Weekly*, *Slate*, *Foreign Policy* magazine and *Defense Technology International*. One of the first reporters to enter Baghdad with American troops in spring 2003 during the initial invasion of Iraq. Filed daily stories from the front lines for *The Salt Lake Tribune* and reported for the Salt Lake City NBC television affiliate.

Center for Strategic and International Studies (CSIS), Washington, DC
Research Associate, International Security Program

1989-1994

Directed studies on terrorism, chemical and nuclear proliferation, and the spread of advanced weapons technology into the global marketplace. Was one of the center's foremost experts on Middle East military matters and U.S. force capabilities during the 1991 Persian Gulf War. Directed federally funded study on the transnational drug trade. Directed a study commissioned by the Secretary of Defense on future security threats and their implications for U.S. military force structure, doctrine and technology.

Managerial experience

Camp 5 Expeditions, Salt Lake City, UT
President

1995-2003

Founded and managed a startup adventure travel company operating trekking and climbing expeditions that achieved profitability by the second year of operation. Managed all company business, including raising initial seed capital, accounting, payroll, marketing and advertising. Managed six full-time and more than two dozen part-time and contract employees. Hired and directed in-country staff, which often exceeded 60 people, organized all in-country logistics, transportation, secured emergency evacuation arrangements, and worked with the host government at both the national bureaucratic and local level.

Education

Johns Hopkins University, School of Advanced International Studies (SAIS)
Master of Arts, *Strategic Studies*

1994

University of Utah
Bachelor of Arts, *Political Science and International Relations*

1989

Additional professional activities

Rapporteur and Researcher, Emerging Markets Forum, Hanoi, Vietnam; Research Assistant, Bolivian Ministry of Foreign Relations, Office of Economic Integration; Presenter, World Affairs Council, Pittsburgh, Pa.; Participant, Network-Centric Warfare Study, Office of Force Transformation, Office of the Secretary of Defense; Participant, Unrestricted Warfare Symposium, Johns Hopkins University, Applied Physics Laboratory; Spent nearly two years living in Peru and Bolivia working on local development projects and public education.

Selected publications

The Washington Quarterly, Foreign Policy, Government Executive, Defense Technology International, Jane's Defense Weekly, CAISR Journal, Survival, Washington Post, Chicago Tribune, Los Angeles Times, Defense News, The Salt Lake Tribune

Media appearances

Interviewed on Iraq war on MSNBC, PRI's The World on NPR and other radio programs. Reported from Iraq in 2003 for KSL-TV, Salt Lake City NBC television affiliate. Appeared as a military and foreign policy analyst on CNN, BBC, Nightline, NBC and CBS during the first Gulf War.

IAN GRANT

(b)(6)

EDUCATION

Georgetown University, School of Foreign Service, Washington, D.C.

Master of Science in Foreign Service, concentration in Foreign Policy/International Security, 2008

GPA 3.77, Dean's Award for Academic Excellence (Magna Cum Laude equivalent)

Coursework: International Security Issues, Congressional Decision-Making and U.S. Foreign Policy, Force and Diplomacy, Political and Economic Risk Assessment, International Trade and Finance, China's Challenge to the U.S.

Columbia University, Columbia College, New York, NY

Bachelor of Arts in Linguistics, 2001

GPA 3.62, Dean's List, Member of the 4.0 Club

Abbey Award for Excellence in Academics and Athletics, 2001

EXPERIENCE

National Defense University, Washington, D.C. Research Associate, 11/08 – 12/08

- Served as a temporary Research Associate at the Center for Technology and National Security Policy
- Wrote background materials and provided general research for a Secret-level war-game
- Aided in the preparation and setup for seminars and other University events

Obama for America, McLean, VA Full-time Volunteer Asst. to Sec. Richard Danzig, 5/08 – 11/08

- Produced policy memos, talking points and country briefing books in support of Secretary Danzig in his capacity as a Senior National Security Adviser to the Obama presidential campaign
- Assisted in the management of projects and events featuring U.S. General and Flag Officers
- Served as an organizer for a 2 week campaigning trip to Ohio with Secretary Danzig
- Supplemented, reviewed and edited campaign defense policy papers

The Albright Group LLC, Washington, D.C. Research Assistant, 8/07 – 2/08

- Produced political and economic assessments of countries and subjects of interest to clients
- Assisted in production of country briefing books for Secretary Albright and other Principals
- Provided general research support to Associates and Principals

Partnership for Global Security, Washington, D.C. Research Analyst, 5/07 – 8/07

- Served as the Market Mechanisms for Managing Proliferation Research Analyst for the Next Generation Nonproliferation Project
- Studied financial approaches to nonproliferation with a special focus on Treasury Department actions with respect to North Korea and Iran

Project on National Security Reform, Washington, D.C. Research Fellow, 2/07 – 7/07

- Performed research on national security reforms of foreign countries for the Vision working group
- Conducted a literature review of works relevant to the Vision working group

Hawkins Delafield & Wood LLP, New York, NY Paralegal, 6/03 – 6/06

- Assisted four partners with housing development deals ranging from \$10 million to \$2.3 billion
- Managed over seventy bond closings, coordinated document production with clients and third parties, directed document execution and performed due diligence research on potential mortgagors

SKILLS AND ACTIVITIES

Languages: Spanish Proficiency, Basic German, Italian and Swahili

Computer: MS Office, SPSS, iManage

Volunteer campaign canvassing: 2006 and 2008

Columbia University Varsity Heavyweight Crew, year-round sport, 25 hrs/wk, 1997 – 2001

THOMAS C. GREENWOOD

(b)(6)

OBJECTIVE: Seeking a dynamic and intellectually challenging position involving national security issues and the formulation of U.S. defense/security policy in the 21st century.

STRENGTHS:

- Creative and critical thinker
- Idea generator
- Strategic planner
- Experienced advisor and briefer
- Inspirational leader
- Problem solver
- Effective communicator

STRATEGIC ASSESSMENT AND POLICY FORMULATION

- Member, Commander U.S. Central Command Joint Strategic Assessment Team that reviewed U.S. Middle East policy for four months 2008-2009.
- Member, Chairman of the Joint Chiefs of Staff 2006 Study Group that developed strategic options for Iraq.
- Advisor on President G.W. Bush's National Security Council for defense policy matters relating to Afghanistan and Iraq.
- Advisor on President Clinton's National Security Council for Southeast European Affairs responsible for fostering peace and stability in the Balkans.

CRISIS NEGOTIATOR

- Obtained release of payroll for 7,000 Iraqi policemen in Al Anbar Province and institutionalized procedures to make this a recurring practice as lead negotiator with the Ministry of Interior, Government of Iraq, in 2006.
- In the wake of the 2005 Tsunami, successfully negotiated with Indonesian military leaders for U.S. forces to conduct sustained humanitarian operations ashore on Sumatra.

CREATIVE LEADER AND EXECUTIVE PROBLEM SOLVER

- Revised graduate level college curriculum to provide 200 mid-career professionals from all of the armed services, 14 U.S. government agencies, and 26 foreign nations enhanced education in culture and foreign languages to better meet the security challenges of the 21st century.

PROFESSIONAL HIGHLIGHTS

➤ **Director, Strategic Planning, National Security Council, The White House (2009-2010).**

Currently a member of a writing team helping draft the National Security Strategy document; conduct strategic assessments and long range planning across a wide range of national security and foreign policy issues.

➤ **Research Staff Member, Institute for Defense Analyses (IDA), Alexandria, Virginia (2008-2009).**

Participated in numerous studies for the Department of Defense; published a study "Iraq: Planning Beyond 2011."

➤ **Director, Marine Corps Command and Staff College, Quantico, Virginia (2006-2008).** Small college president: supervise graduate level curriculum; interact with 200 students; hire and lead 25 civilian and military

faculty members; execute annual budget in excess of \$1m; serve as advocate for military education; teach.

- **Assistant Chief of Staff for Iraq Advisor Operations, I Marine Expeditionary Force, in California and Iraq. (2005-2006).** Created a new organization to develop the Iraqi Security Forces (army, police, and border units) by organizing, training, and equipping 200 U.S. advisors in 40 teams in California and then supporting their operations and supervising their performance in Iraq. This included designing an academy to educate and train advisors.
- **Commanding Officer, 15th Marine Expeditionary Unit, in California, Indonesia and Iraq (2003-2005).** Trained and supervised 2200 personnel; managed extensive physical inventory that included over 100 vehicles and 29 aircraft (both helicopters and jet aircraft); instituted financial and budgetary controls to keep within \$2m spending constraint; provided humanitarian assistance to Tsunami victims; conducted counterinsurgency operations in Baghdad.
- **Director, Defense Policy and Arms Control, National Security Council, The White House (2000-2003).** Served as executive assistant for a working group that monitored status of interagency operations in Afghanistan and later coordinated coalition support for Iraq; briefed President's National Security Advisor weekly on status of Iraq war preparations before the invasion; drafted policy recommendations on assorted security issues.
- **Director, Southeast European Affairs, National Security Council, The White House (2000).** Coordinated information campaign with State and Defense Departments to deter Serbian invasion of Montenegro as well as to undermine Milosevic regime and promote democracy in Serbia; coordinated interagency preparation and Presidential signature of Kosovo Peacekeeping Report and Bosnia Benchmarks Report to Congress.
- **Aide and Assistant Secretary to the Commandant of the Marine Corps, Washington, DC. (1999-2000).** Planned and escorted Commandant on his global travel; managed his office; helped coordinate policy decisions and service matters.
- **National Security Fellow, JFK School of Government, Harvard University (1998-1999)**
- **Diverse Command and Staff Positions in the Marine Corps in the U.S. and overseas (1977-1998)**

EDUCATION

M.A., Government and National Security Studies, Georgetown University

B.A., Economics, Washington and Lee University

RECENT PUBLICATIONS

- "Charting A New U.S.-Iraqi Relationship," Joint Forces Quarterly, July 2009
- Book review: "The Utility of Force," by General Rupert Smith, Marine Corps Gazette, August 2007
- "Strategy Revisited," Marine Corps Gazette, June 2007
- "In Defense of Public Service: Redefining Citizenship For the 21st Century," Harvard Essay Contest, Harvard Vision, 1999 (unpublished)
- "Honor In Uniform," (with T. Scott), Naval Institute Proceedings, March 1999
- "A Fallen Hero's Power to Inspire," Boston Globe, Nov 11, 1998
- "Private Ryan Educates A Nation," Naval Institute Proceedings, October 1998

- Book review: "Conflict After The Cold War," by Richard K. Betts, Marine Corps Gazette, Sept 1998

ASSOCIATIONS/CIVIC GROUPS

- Board Member, Institute of Honor, Washington and Lee University
- Sponsor, Washington Interns, Washington and Lee University
- "Sunday Supper At Bethesda Naval Hospital" (Meals for wounded servicepersons/families)
- Army Navy Club of Washington DC

Brian Andrew Greer

(b)(6)

EDUCATION

Columbia University, School of International and Public Affairs
Master of International Affairs, International Security Policy

New York, NY
May 2012

University of Virginia, Bachelor of Arts in International Relations

Charlottesville, VA
May 2005

EXPERIENCE

US House of Representatives Office of Representative John Boccieri (D-OH)

Washington, DC

Military Legislative Assistant

January 2010- August 2010

- Facilitated meetings with interest groups concerning: Veterans Affairs, Defense, Foreign Affairs, Homeland Security, Immigration, and Housing issues.
- Briefed the Congressman on top secret issues pertaining to National Security.
- Composed, compiled and implemented the Congressman's Veterans legislative agenda which includes writing talking points and speeches and corresponded with Veterans groups to acquire legislative support.
- Managed and developed legislative strategies in a legislative setting.
- Compiled and completed the Congressman's Budget requests for the Commerce, Justice and Science, Defense, and Financial Services Appropriation and Authorization bills.

US House of Representatives: Office of Representative Parker Griffith (D-AL)

Washington, DC

Military Legislative Assistant

February 2009- December 2009

- Managed Science and Technology Committee work, including drafting legislation, speeches, opening statements, questions, and amendments to major bills.
- Drafted official government correspondence supporting Missile Defense, Human Space Flight, and Telecommunication programs.
- Analyzed legislation for vote recommendations; drafted press releases, and wrote memos for issue background and co-sponsorship.
- Compiled and completed appropriations requests for bills, including: Military Construction/Veterans Affairs, Commerce, Justice and Science, Department of Defense, State and Foreign Operations and the Legislative Branch.
- Facilitated meetings with interest groups concerning: armed services, veterans affairs, senior citizens, telecommunications, science, space and technology, intelligence, foreign affairs, labor, and social security.
- Facilitated official meetings with Generals, Commanders, Lieutenants and other Armed Service personnel about appropriations, base improvements, BRAC commission, and the FY2010 and FY2011 Department of Defense budgets.
- Represented the Congressman on official military business, before local constituency and with relevant committees.

US House of Representatives: Office of Representative David Scott (D-GA)

Washington, DC

Legislative Assistant

December 2007- February 2009

- Managed and completed all appropriations and programmatic requests for Defense, Homeland Security, Military Construction/Veterans Affairs and Legislative Branch appropriations bills.
- Organized and attended official meetings with Generals, Commanders, Lieutenants and other Armed Service personnel concerning appropriation issues, potential base improvements, BRAC commission goals, as well as concerns for the FY2009 Department of Defense budget.
- Prepared talking points, correspondence, memos and issue briefs for co-sponsorship on relevant issues.

Staff Assistant/ Legislative Correspondent

March 2006- December 2007

- Researched policy for the Congressman and composed correspondence for constituents regarding the following issues: foreign affairs, foreign trade, drug policy, homeland security, law enforcement, telecommunications, government affairs, science, technology and social security.

The Center for International Business and Trade World Bank Visa Office

Washington, DC

Visa Agent / Customer Service Representative

June 2005-March 2006


- Responsible for managing, preparing and composing visa requests for high profile World Bank staff members including Ambassadors and Regional directors.
- Corresponded with international embassies in the Washington DC area, and tracked over 100 visas.

ACTIVITIES

Columbia University School of International and Public Affairs: Student Body President January 2011- Present

Columbia's Journal of International Affairs: Publishing Assistant, Editorial Assistant August 2010-Present

Proficient in Microsoft Office (Excel, PowerPoint) STATA, Intermediate Spanish



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.

SHORT BIOGRAPHY
Karen S. Guice, M.D., M.P.P



Karen S. Guice, M.D., M.P.P., is currently the Executive Director of the Federal Recovery Coordination Program, a joint program of the Departments of Defense and Veterans Affairs. Dr. Guice graduated from the University Of New Mexico School of Medicine and completed her general surgery training at the University of Washington. She has been a member of the surgical faculties at the University of Texas Medical Branch at Galveston, the University of Michigan, Duke University, and the Medical College of Wisconsin. She was promoted to Professor of Surgery during her tenure at Duke University.

Dr. Guice received a master's degree in Public Policy from Duke University and was selected as a 1997-1998 Robert Wood Johnson Health Policy Fellow. Dr. Guice served as a staff member of the Senate Committee on Labor from 1998-1999, and as the Director of Fellowship Services at the American College of Surgeons (1999-2001). She was the Deputy Director for the President's Commission on Care for America's Returning Wounded Warriors (Senator Bob Dole and Secretary Donna Shalala, co-chairs, 2007).

Dr. Guice has been a funded investigator for over 10 years, receiving grants from the NIH and the Emergency Medical Services for Children Program. Her basic science research included the scientific investigation of pancreatitis related respiratory failure and her health services research focused on the development of a national trauma registry for children and outcome evaluation of children's trauma-related care. She has served on NIH Study Sections and EMSC grant review panels. She authored or coauthored over 60 peer reviewed publications and nine book chapters.

Dr. Guice is a member of several professional societies and was elected President of the Association of Academic Surgery in 1993. She received the Association of Women Surgeons Distinguished Member Award in 1999 and the W.W. Coon Surgical Residents Award for Teaching Excellence at the University of Michigan in 1988. In 1993, she received the Outstanding Alumna Award from the College of Arts and Sciences at New Mexico State University. She was given an award for Outstanding Achievement from the office of the Secretary of Defense in 2007 for her work on the President's Commission, and received a Commendation from the Department of Veterans Affairs in 2009.

CURRICULUM VITAE

KAREN SUE GUICE, M.D., M.P.P.

August 12, 2010

WORK EXPERIENCE

Department of Defense	Special Assistant on Detail to the Office of Wounded Warrior Care and Transition Policy July 2010 - present
Department of Veterans Affairs, Central Office	Executive Director, Federal Recovery Coordination Program Co-Lead Line of Action 3 for Senior Oversight Committee Senior Executive Service July 2008 - present
President's Commission on Care for America's Wounded Warriors	Deputy Director March 28, 2007 – July 31, 2007
American Pediatric Surgical Association	Program Director Outcomes and Clinical Trials Center November 2002 – 2006
Medical College of Wisconsin	Clinical Professor Surgery 1999 – present
American College of Surgeons	Director, Fellowship Department February 1999 – June 2002
Health Policy Advisor	Labor and Human Resources Committee United States Senate Senator James M. Jeffords (R-VT), Chair Washington, D.C. 1997-1998
Robert Wood Johnson Health Policy Fellowship	Labor and Human Resources Committee United States Senate Senator James M. Jeffords (R-VT), Chair Washington, D.C. 1996-1997

Professor of Surgery	Duke University Medical Center Durham, North Carolina 1993-1998
Associate Professor of Surgery	Duke University Medical Center Durham, North Carolina 1991-1993
Associate Professor of Surgery	Section of General Surgery University of Michigan Ann Arbor, Michigan 1990-1991
Assistant Professor of Surgery	Section of General Surgery University of Michigan Ann Arbor, Michigan 1985-1990
Assistant Professor of Surgery	Department of Surgery University of Texas Medical Branch Galveston, Texas 1984-1985
Instructor	Department of Surgery University of Texas Medical Branch Galveston, Texas 1983-1984

EDUCATION

Master of Public Policy	Duke University Sanford Institute of Public Policy Durham, North Carolina 1995-1996
Medical Degree	University of New Mexico School of Medicine Albuquerque, New Mexico 1973-1977
Graduate/Professional	New Mexico State University Las Cruces, New Mexico Postgraduate research, Chemistry 1973

Undergraduate
New Mexico State University
Las Cruces, New Mexico
Bachelor of Science, Chemistry
1969-1972

POSTGRADUATE TRAINING

Internship and Residency
University of Washington
Department of Surgery
Seattle, Washington
1977-1982

Fellowship
Research Fellow
Department of Pediatric Surgery
Children's Hospital Medical Center
Cincinnati, Ohio
1982-1983

CONSULTING POSITIONS

Vermont Blue Cross/Blue Shield
Consultant
2001

American Board of Surgery
Consultant
In-Training and Surgical Basic Science
Examination, 1992-1996

National Institutes of Health
Surgery and Bioengineering Study Section
Study Section Member, 1999 to 2002

Surgery and Bioengineering Study Section
Special Reviewer, 1999

Surgery and Anesthesia Study Section
Special Reviewer, 1996, 1997

Site Visit Team Member
Special Emphasis Panel
Trauma and Burn, 1995

Training Grant Special Review Committee,
1995

Special Reviewer
General Medicine A-2 Study Section, 1994

HRSA
Invited Reviewer, Trauma Program, 2002, 2005
Invited Reviewer, EMSC Program, 2002-2003

GRANTS AWARDED

Emergency Services for Children Agency
Preparing for the NTRC:
Ensuring Quality Data
Principle Investigator
Total Amount: \$600,000; 2005-2008

Emergency Services for Children Agency
National Trauma Registry for Children
Data Identification, Use and Collection
Award
Principle Investigator
Total Amount: \$300,000; 2002-2005

Maternal and Child Health Bureau
Partnership for Development and
Dissemination of Outcomes Measures for
Injured Children
Co-Investigator
Total Amount: \$1,000,000; 2000-2006

National Institutes of Health
Pulmonary Failure and Intestinal
Ischemia/Reperfusion Injury
Principal Investigator
Amount: \$420,356; 1994-1998

Thermal Injury, Oxygen Radicals, and
Complement Activation
Co-Principal Investigator
Amount: \$349,395; 1989-1994

Pathogenesis of Pancreatitis Induced
Pulmonary Injury
Principal Investigator
Amount: \$285,558; 1988-1992

In Vivo Estimation of Human Surfactant
Synthetic Rates
Clinical Research Center Grant
Co-Investigator
Amount: \$30,000; 1986-1990

Michigan Gastrointestinal Peptide
Research Center
Co-Investigator
Amount: \$537,963; 1984-1989

Shriner's Burn Institute Grant

Extracorporeal Membrane Oxygenation
and the Quantitative In Vivo Estimation of
Pulmonary Surfactant Synthesis
Co-Investigator
Amount: \$198,000; 1895-1987

University of Texas Medical Branch at
Galveston
Department of Surgery Grant

Pancreatic Ultrastructure: The Trophic
Response
Principal Investigator
Amount: \$9,000; 1984-1985

CERTIFICATION

National Board of Medical Examiners
Diplomat #186853
July 1, 1978

American Board of Surgery
Certificate in General Surgery #30300
February, 1985
Recertified January, 1993

AWARDS AND HONORS

W.W. Coon Surgical Residents Award for
Teaching Excellence
Department of Surgery
University of Michigan, 1988

Honorary Member
Galens Medical Society
University of Michigan, 1989-1990

"Young Surgeon" alternate
Michigan Chapter
American College of Surgeons, 1990

Outstanding Alumna
College of Arts and Sciences
New Mexico State University, 1993

Member
The Engel Society
Duke University, 1993

Robert Wood Johnson Health Policy
Fellowship, Washington, DC, 1996-1997

Distinguished Member Award, 1999
Association of Women Surgeons

Award for Outstanding Achievement
Office of the Secretary of Defense, 2007

Commendation
Department of Veterans Affairs, 2009

PROFESSIONAL SOCIETY MEMBERSHIP AND OFFICES HELD

American College of Surgeons, Fellow
American Surgical Association

Membership Committee, 2000 – 2004

American Society for Gastrointestinal Endoscopy
American Thoracic Society
Association for Academic Surgery

President, 1993-1994
President-Elect, 1992-1993
Secretary-Treasurer, 1990-1992
Executive Council Member, 1986-1995

Association of Women Surgeons
Central Surgical Association
Henry Harkins Surgical Society
Shock Society
Society for Surgery of the Alimentary
Tract
Society of University Surgeons

Member, Audit Committee, 1993
Member, Public Policy Committee, 1994
Chair, Committee on Education, 1993-
1996
Member, Executive Council, 1993-1996

Surgical Biology Club III
Surgical Infection Society
Western Surgical Association

BIBLIOGRAPHY

Peer Reviewed Publications

Guice KS, Cassidy LD, Oldham KT. Traumatic Injury and Children: A National Assessment. *J Trauma*. 2007; 63:S68-S80.

Guice KS, Cassidy L, Mann NC. State Trauma Registries: Survey and Update – 2004. *J Trauma*. 2007 Feb;62(2):424-35.

Mann NC, Guice K, Cassidy L, Wright D, Koury J: Are statewide trauma registries comparable? Reaching for a national trauma dataset. *Acad Emerg Med*. 2006 Sep;13(9):946-53. Epub 2006 Aug 10.

Densmore JC, Lim HY, Oldham KT, Guice KS. Outcomes and Delivery of Care in Pediatric Injury. *J Pediatr Surg*. 2006 Jan;41(1):92-8.

Densmore JC, Signorino PR, Ou J, Hatoum OA, Rowe JJ, Shi Y, Kaul S, Jones DW, Sabina RE, Pritchard KA, Guice KS, Oldham KT. Endothelium-derived microparticles induce endothelial dysfunction and acute lung injury. *Shock*. 2006 Nov;26(5):464-71.

Stylianou S, Egorova N, Guice KS, Arons RR, Oldham KT: Variation in Treatment of Pediatric Spleen Injury at Trauma Centers versus Non-Trauma Centers: A Call for Dissemination of American Pediatric Surgical Association Benchmarks and Guidelines; *Am Coll Surg*. 2006 Feb;202(2):247-51. Epub 2005 Dec 19.

Signorino P, Densmore J, Winthrop A, Stylianou S, Guice KS, Oldham KT. Pediatric Pelvic Injury: Functional Outcome at 6 Month Follow Up. *Journal of Pediatric Surgery*; 40(1), 2005, p107 to p113.

Cassidy LD, Buchanich J, Guice K. Comparison of Injury Severity Scoring Systems to Identify Most Relevant Variables for inclusion in a National Trauma Registry for Children. *Journal of Registry Management* 32(1): 4-10, 2005.

Inge TH, Krebs NF, Garcia VF, Skelton JA, Guice KS, et al. Bariatric surgery for severely overweight adolescents: concerns and recommendations. *Pediatrics*. 2004 Jul;114(1):217-23. Review

Pritchard KA Jr, Ou J, Ou Z, Shi Y, Franciosi JP, Signorino P, Kaul S, Ackland-Berglund C, Witte K, Holzhauer S, Mohandas N, Guice KS, Oldham KT, Hillery CA. Hypoxia-induced acute lung injury in murine models of sickle cell disease. *Am J Physiol Lung Cell Mol Physiol*. 2004 Apr;286(4):L705-14. Epub 2003 Sep 12.

Lo HP, Ackland-Berglund CE, Pritchard KA Jr, Guice KS, Oldham KT.

Attenuated expression of inducible nitric oxide synthase in lung microvascular endothelial cells is associated with an increase in ICAM-1 expression. *J Pediatr Surg.* 3(8):1136-42, 2001 Aug.

Bryan-Lluka LJ. James KM. Bonisch H. Porzgen P. Guice KS. Oldham KT. Catecholamine uptake and metabolism in rat lungs. *Advances in Pharmacology.* 42:353-6, 1998.

Geiger M. Stone A. Mason SN. Oldham KT. Guice KS. Differential nitric oxide production by microvascular and macrovascular endothelial cells. *American Journal of Physiology.* 273(1 Pt 1):L275-81, 1997 Jul.

Bittner HB. Chen EP. Geiger MI. Kendall SW. Guice KS. Van Trigt P. Nitric oxide in brain death related cardiovascular dysfunction. *Journal of Critical Care.* 11(1):43-9, 1996 Mar.

Turnage RH. Kadesky KM. Myers SI. Guice KS. Oldham KT. Hepatic hypoperfusion after intestinal reperfusion. *Surgery.* 119(2):151-60, 1996 Feb.

LaNoue JL Jr. Turnage RH. Kadesky KM. Guice KS. Oldham KT. Myers SI. The effect of intestinal reperfusion on renal function and perfusion. *Journal of Surgical Research.* 64(1):19-25, 1996 Jul 15.

Bankey PE. Williams JG. Guice KS. Taylor SN. Interleukin-6 production after thermal injury: evidence for nonmacrophage sources in the lung and liver. *Surgery.* 118(2):431-8; discussion 438-9, 1995 Aug.

Turnage RH. Kadesky KM. Bartula L. Guice KS. Oldham KT. Myers SI. Splanchnic PGI₂ release and "no reflow" following intestinal reperfusion. *Journal of Surgical Research.* 58(6):558-64, 1995 Jun.

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Book Chapters

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Marks M, Newmann JB, Guice KS, et al: Clinical significance of gastrointestinal hormones. In: Gastrointestinal Endocrinology. Thompson JC, et al (Eds). New York: McGraw-Hill, 1986.

Guice, KS, Lluís F, Thompson JC: Bioassay of gut peptides. In: Gastrointestinal Endocrinology. Thompson JC, et al (Eds). New York: McGraw-Hill, 1986.

MATTHEW GULA

(b)(6)

EDUCATION

Masters of Public Policy (MPP), International Relations

Pepperdine University 2006, Malibu, CA

Bachelor of Arts, Political Science & Theater

George Washington University 2003, Washington, D.C.

EXPERIENCE

Deputy Field Director, *Organizing for America*, VA (2009-present)

- Execute Organizing for America's electoral and issue-based organizing plans for the State of Virginia.
- Work with Congressional staff and other political leadership to analyze impacts of political landscape on the legislative and electoral calendars.
- Manage and coach staff responsible for coordinating hundreds of volunteers throughout the state.
- Analyze, plan, and coordinate field activities based on voter contact and political data.
- Communicate complex legislation and legislative processes to a variety of stakeholders.
- Loaned from Organizing for America, to the 2010 Gerry Connolly Campaign, as the Deputy Field Director in a challenging re-election season, and made improvements to the campaign that helped result in a narrow win by eight hundred votes.

Regional Field Director, *Obama Presidential Campaign*, 6th Congressional District, WI (2007-2008)

- Managed the day-to-day operations of 6 field offices and 15 paid staff across a 150-mile region.
- Served as primary liaison to local civic and political leaders and stakeholder groups.
- Developed political and policy communications strategy based on both quantitative and qualitative data.
- Researched, drafted, and edited briefings, speeches, and talking points for high-profile political events.
- Started as a volunteer in the Presidential primary and was quickly hired and promoted through the ranks, serving in various capacities in six states.

Graduate Analyst, *Center for Security Policy*, Washington, D.C. (2005)

- Served as lead graduate analyst and researcher on space security policy.
- Created the policy framework for the Center's *Freedom of Space Project*.
- Developed briefing materials and analysis on a wide-variety of domestic and foreign policy topics, including the national security impact of the proposed Chinese acquisition of the Union Oil Company of California (Unocal).
- Wrote reports and briefings on Congressional hearings and defense/security conferences.

Paralegal, *Goldsmith Law Firm, LLP*, Washington, D.C. (2003-2004)

- Assisted in the development, preparation, and review of pleadings and motions filed in Federal, State and Administrative courts.
- Interviewed prospective clients to determine grounds for employment discrimination claims.
- Prepared fact analyses on client cases to assist counsel in managing case intake.

Congressional Intern, *Office of Senator John Kerry*, Washington, D.C. (2003)

- Analyzed impacts of defense budget appropriations for the State of Massachusetts.
- Conducted research and analysis for foreign policy and defense Legislative Assistants.
- Predicted trends in agency budget and programming and prepared budget and acquisition documents for congressional staff.

INTERESTS

Policy Interests: National Security, International Relations, International Development, Energy

Other Interests: Taekwondo, modern military history, science fiction, swimming, acting, singing, dancing

Thomas Guzman

(b)(6)

Experience

Office of Senator Boxer- Staff Assistant

July 2011- Present

- Assist in policy research and provide legislative and communications staff with recommendations
- Manage staff and Senator's meeting schedule
- Provide constituent services in person, on the phone, and through the IQ and Voice computer programs
- Truman National Security Fellow, Fall 2011

Urban Public Policy Fellowship- Fellow

January 2011- April 2011

- Volunteered at LUCHA, a non-profit organization focused on providing affordable housing to low income and single-parent families
- Researched municipal budgets and proposed policy solutions to the City of Chicago's \$600 million budget deficit
- Presented research and findings at the University of Illinois at Chicago Research Forum to 80 faculty members

T-Mobile- Retail Sales Representative

February 2007- May 2011

- Earned Market Wide Recognition awards for exceeding various sales goals
- Excelled at sales and administrative tasks, including closing procedures and handling up to \$12,000 per night

Military Experience

U.S. Army Reserves- Sergeant, Engineer Corps

March 2004- January 2011

- Awards include Army Commendation Medal, Army Achievement Medal, Meritorious Service Medal and Soldier of the Month with the 317th Engineer Company
- Obtained secret clearance while deployed in support of Operation Iraqi Freedom
- Team Leader Convoy Security Team, including managing truck crew for 100+ nightly missions
- Mentored and developed lower enlisted soldiers in a company of 130 soldiers
- Platoon Public Affairs representative as part of the battalion newsletter

Related Experience

Congressional Hispanic Staff Association- Board Member

February 2012- Present

- Organize leadership development summits and speaker series
- Provide professional development services to a membership of 100+ through a mentorship program, resume building workshops, and networking events
- Coordinate events with members of outside organizations to promote the accomplishments of Latino professionals

Obama for America- Volunteer

March 2008- November 2008

- Fundraised for the Presidential campaign through phone banking
- Canvassed for support and obtained vote pledges through phone drives

Education

University of Illinois at Chicago

August 2005- May 2011

- B.A. in Political Science
- President's Award Merit Scholar
- Elected to Undergraduate Student Government, included coordinating participation among various on-campus organizations during student led events

Chuck Hagel

Chuck Hagel is a Distinguished Professor at Georgetown University and the University of Nebraska at Omaha. He serves on the Advisory Boards of Deutsche Bank and Corsair Capital; is a Director of Wolfensohn and Company; and Senior Advisor to McCarthy Capital Corporation; and a member of Pfizer's Emerging Markets and European Advisory Boards. He is also Chairman of the Atlantic Council.

Hagel served two terms in the United States Senate (1997-2009) representing the state of Nebraska. Hagel was a senior member of the Senate Foreign Relations; Banking, Housing and Urban Affairs; and Intelligence Committees. He Chaired the Foreign Relations International Economic Policy, Export and Trade Promotion Subcommittee; and the Banking International Trade and Finance and Securities Subcommittees. Hagel also served as the Chairman of the Congressional-Executive Commission on China and the Senate Climate Change Observer Group.

Hagel is the author of the recently published America: Our Next Chapter, a straight-forward examination of the current state of our nation that provides substantial proposals for the challenges of the 21st century. Alan Greenspan says, "America: Our Next Chapter should be required reading;" former World Bank President James Wolfensohn declares the book, "a must read." Journalist and author Tom Brokaw states, "this is a book for people who care about their country," and General Colin Powell says that Hagel "writes with insight, expertise, authority, and with the credentials that come from his dedicated service in war and peace."

Prior to his election to the U.S. Senate, Hagel worked in the private sector as the President of McCarthy & Co., an investment banking firm based in Omaha, Nebraska, and served as Chairman of the Board of American Information Systems (AIS). Before joining McCarthy & Co., Hagel was President and Chief Executive Officer of the Private Sector Council (PSC) in Washington, D.C.; Chief Operating Officer of the 1990 Economic Summit of Industrialized Nations (G-7 Summit); and President and Chief Executive Officer of the World USO.

In the mid-1980's, Hagel co-founded VANGUARD Cellular Systems, Inc., a publicly traded corporation. In 1981, President Ronald Reagan nominated Hagel to serve as Deputy Administrator of the Veterans Administration, a nomination confirmed by the United States Senate. Hagel also served as Deputy Commissioner General of the United States for the 1982 World's Fair. From 1977 through 1980, Hagel was Manager of Government Affairs for The Firestone Tire & Rubber Company in Washington, D.C. From 1971 to 1977, he was Administrative Assistant to Congressman John Y. McCollister (R-Nebraska). Beginning in 1969, Hagel worked as

a newscaster and talk show host with radio stations KBON and KLNG in Omaha, Nebraska.

Hagel served in Vietnam with his brother Tom in 1968. They served side by side as infantry squad leaders with the U.S. Army's 9th Infantry Division. He earned many military decorations and honors, including two Purple Hearts.

Hagel was the subject of a 2006 book by University of Nebraska professor Charlyne Berens entitled, *Chuck Hagel: Moving Forward*.

Among awards and recognitions Hagel has received are: the 2008 Aspen Institute Strategy Group Leadership Award; The Commander's Cross With Star of the Order of Merit of The Republic of Poland; the first annual Cordell Hull Award; the Horatio Alger Award from the Horatio Alger Association; the Vietnam Veterans of America Legislator of the Year Award; the 82nd Airborne Division Association's Recognition for the "National Airborne Day" Senate Resolution; membership in the Consumers for World Trade Hall of Fame; the Center for the Study of the Presidency's Distinguished Service Medal; the American Farm Bureau Federation's Golden Plow Award; the Friend of the Farm Bureau Award; the Distinguished Alumni Award from the University of Nebraska at Omaha; the Secretary of Defense's Medal for Outstanding Civic Achievement, the first World USO Leadership Award; and the University of Nebraska-Kearney George W. Norris Distinguished Lecturer Award; 2008 Congressional Award from the Paralyzed Veterans of America; United Nations Association of the United States of America's Congressional Leadership Award; 2008 Millard E. Tydings Award for Courage and Leadership in American Politics from the University of Maryland; National Urban League 2008 Congressional Leadership Award; 2007 Distinguished Service Award for International Statesmanship from the International Relations Council of Kansas City; 2006 Luminosity Award from the Bonnie J. Addario Breath Away From the Cure Foundation; 2006 National Farmers Union Golden Triangle Award; the University of Nebraska at Omaha's 2006 Alumni Award for Excellence in Public Service; 2006 Don Wagner Leadership Award; the Omaha World-Herald's 2005 "Midlander of the Year" Award; 2005 Marlin Fitzwater Excellence in Public Communication Award; 2005 Woodrow Wilson International Center for Scholars Public Service Award; 2005 American Association of School Administrators Champion of Children Award; 2004 Edmund S. Muskie Distinguished Public Service Award; the Atlantic Council's 2004 Award for Distinguished International Leadership; the Fragile X Research Foundation's Research Beacon Award; the Boy Scouts of America's Good Scout Award; the National Parent Teacher Association's Outstanding Child Advocacy Award and the Committee for Education Funding's Special Recognition Award; the University Club's William Howard Taft Public Service Award; the European Institute's Transatlantic Leadership Award; and the National School Board Association's Special Recognition Award; the Small

Business Administration's Nebraska Veterans Advocate of the Year Award; USA Engage Congressional Leadership Award; Housing Policy Council Leadership Award; the 2008 Neuro-Optometric Rehabilitation Award; the 2008 and 2007 U.S. Chamber of Commerce "Spirit of Enterprise" Award; and the 2006 Washington Coal Club Annual Achievement Award.

He currently serves on the advisory boards of directors of many institutions including: America Abroad Media; Center for the Study of the Presidency; Council on Foreign Relations; Director Emeritus, the Eisenhower World Affairs Institute; the German Marshall Fund's Trade and Poverty Forum; Global Zero Campaign; Harvard University Institute of Politics; Initiative for Global Development; International Republican Institute; Ploughshares Fund; and the U.S. Middle East Project. He is a Trustee of Bellevue University and Hastings College, and is co-chairman of the Vietnam Veterans Memorial Fund Corporate Council.

Hagel served on the Board of Trustees of Manville Personal Injury Settlement Trust and as Chairman of the \$240 million Agent Orange Settlement Fund.

His past participation in civic, educational, and charitable organizations has included membership on the boards of directors of: the Greater Omaha Chamber of Commerce; Chairman, 10th Anniversary Vietnam Veterans' Memorial; the Friends of the Vietnam Veterans Memorial; the Arlington National Cemetery Historical Society; Chairman of the Board of No Greater Love, Inc.; the USO's World Board of Governors; the Private Sector Council; the Ripon Society; and the American Red Cross. He is a life member of the American Legion, Veterans of Foreign Wars, Vietnam Veterans of America, Disabled American Veterans, and the Military Order of the Purple Heart.

Hagel holds Honorary Doctorate Degrees from Georgetown University; the College of William and Mary; Creighton University; Bellevue University; Doane College; Midland Lutheran College; and North Central College.

(b)(6)
(b)(6) He graduated from St. Bonaventure High School, Columbus, Nebraska, the Brown Institute for Radio and Television, Minneapolis, Minnesota, and the University of Nebraska at Omaha (b)(6)
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Updated: May 21, 2009

Honorable Robert F. Hale



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

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

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

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

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

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

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

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

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

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

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

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

Memberships and Awards

Fellow, National Academy of Public Administration (elected 2001)

Member, Defense Business Board (2002-2007)

Member, Task Force on the Future of Military Health Care (2007)

Air Force Distinguished Service Award

Certified Defense Financial Manager with acquisition specialty (CDFM-A)

Education

MBA, George Washington University (1976)

MS in operations research, Stanford University (1969)

BS with honors in statistics, Stanford University (1968)

Skills

National Security policy analysis, Policy development through coordination and consensus-building, Risk management, Excellent writing and critical/innovative thinking skills

(b)(6)

Professional Experience

ANTITERRORISM ANALYST
CRA, Inc.

Alexandria, VA
August 2007 – Present

Responsibilities:

- Provide direct antiterrorism (AT) policy, planning, and doctrinal support to Headquarters Marine Corps (HQMC)
- Work closely with senior military officials to solve complex problems relating to AT within the United States Marine Corps (USMC)
- Conduct multifaceted AT research, analysis, and policy development for HQMC

Key Accomplishments:

- Primary author of a progressive and keystone USMC antiterrorism handbook
- Coordinated the development and adjudication of a new AT Marine Corps Order
- Co-developed a comprehensive, all-hazards risk management process for the USMC
- Conceptualized and created simple figures to explain complex risk management and AT-related processes
- Revamped and managed USMC Level III AT training
- Successfully led HQMC Antiterrorism Working Group of senior level attendees
- Proposed, pursued, and developed an HQMC AT newsletter to address communication issues throughout the Marine Corps, which has been commended by the Deputy Commandant, Plans, Policies, and Operations

Training and Certifications:

- Certified DoD Antiterrorism Officer
 - Homeland Security Exercise and Evaluation Program Training
 - FEMA Independent Study Course 100, Incident Command System
 - FEMA Independent Study Course 120, Community Disaster Exercises
 - FEMA Independent Study Course 139, Exercise Design
 - FEMA Independent Study Course 700, Introduction to National Incident Management System
 - FEMA Independent Study Course 800A, Introduction to the National Response Plan
 - Instructor Development Certification - National Center for Biomedical Research and Training, Academy of Counter-Terrorist Education
 - Microsoft Excel
-

ANDREW D. HEIGHINGTON

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Publications:

- Marine Corps Order 3302.1E – Antiterrorism Order (AWAITING SIGNATURE)
- AT Manual 3302 – USMC Antiterrorism Handbook (IN STAFFING)

Professional Associations: Security Analysis and Risk Management Association

Education

UNIVERSITY OF RICHMOND
Bachelor of Arts in Criminal Justice and Spanish

Richmond, VA
May 2007

Cumulative GPA 3.83 - summa cum laude

Key Awards: Phi Beta Kappa honor society, 2007 Arts & Sciences Honors Convocation Speaker, Golden Key International Honour Society, Most Outstanding Spanish Student

Additional Experience

QUEST RESEARCH COURSE
University of Richmond

Richmond, VA
2006-2007

Responsibilities:

- Create, implement, manage, and evaluate a complex project that spanned over 2 years

Key Accomplishments:

- Evolved a simple idea into a sophisticated interdisciplinary research course
- Developed a unique synergy across the disciplines of arts and sciences, law, business and leadership studies
- Received a \$30,000 grant from the University to develop course and conduct field research in Vienna, Austria
- Conducted a personal interview with a United Nations terrorism prevention expert
- Completed an extensive research paper on the dynamics of international security
- Inspired students to create a Phase II of the course
- Currently writing an article on the course for publication

Delonnie Henry



Strong organizational, interpersonal and communication (written and oral) skills. Self-starter with excellent project design experience. Proven success in working under pressure and dealing with people at senior levels in a diverse organization.

Experience

January 2001 to Present. The Confidential Assistant to the Secretary of Defense.

July 2000 to January 2001. Staff Assistant, Commission to Assess United States National Security Space Management and Organization.

June 1999 to September 1999. Staff member, Congressman Christopher Cox.

August 1998 to May 1999. Committee Clerk and Administrative Officer, US House of Representatives, Select Committee on US National Security and Military/Commercial Concerns with the People's Republic of China (Cox Committee).

February 1998 to August 1998. Directed administrative services for Commission to Assess the Ballistic Missile Threat to the United States (Rumsfeld Commission).

January 1993 to February 1998. Directed administrative services for three regional research teams (12 senior fellows), Institute for National Strategic Studies, National Defense University.

Education

M.Ed., George Mason University
B.A., Brigham Young University



References:



Rebecca K. C. Hersman



Experience

National Defense University, Center for the Study of Weapons of Mass Destruction Washington, DC
Senior Research Fellow November 1998 to Present

Provides expert advice and leadership on a variety of WMD-related projects, workshops and research efforts, particularly with regard to strategy, policy, and institutional dynamics and interagency processes for combating WMD, as well as nuclear proliferation and WMD elimination. As a widely recognized expert on DoD efforts to combat weapons of mass destruction as well as WMD proliferation trends and issues more generally, frequently lectures to a wide variety of audiences on related topics and serves as an advisor to multiple government boards and commissions, including the Defense Science Board, STRATCOM Strategic Advisory Panel, and the Congressional Commission on the Strategic Posture of the United States.

The Council on Foreign Relations/The Brookings Institution Washington, DC
Council on Foreign Relations International Affairs Fellow October 1997 - October 1998

Served as a Guest Scholar in the Foreign Policy Studies Program of the Brookings Institution while writing a Council on Foreign Relations-sponsored book on executive-legislative relations and foreign policy.

Department of Defense, Office of the Undersecretary of Defense for Policy Washington, DC
Special Assistant to the Under Secretary of Defense for Policy May 1993 - July 1997
(Programs and Legislation)

Served as confidential advisor to the Undersecretary and other senior officials on legislative issues. Managed a Policy task force, including two full-time staff members, on all of Policy's legislative issues and initiatives to ensure effective coordination and communications within DoD as well as with other U.S. Government departments and agencies and the Congress. Facilitated and oversaw legislative and interagency strategies for most major Policy issues, including: Cooperative Threat Reduction, U.S.-NATO Policy, and National Missile Defense.

U. S. House of Representatives, Armed Services Committee Washington, DC
Professional Staff Member November 1991 - May 1993

Served as part of the Chairman's policy staff, providing analysis and research on a number of national security policy issues, including defense policy and the Middle East, nonproliferation and arms control, and peacekeeping. Prepared a variety of publishable products for use by the Chairman, including a series of speeches and statements on U.S. policy toward Iraq. Managed proliferation issues for the defense authorization process and negotiated amendments and initiatives on behalf of the committee. Drafted and negotiated the Aspin-Fascell nonproliferation initiative which became Title XV of the 1993 Defense Authorization bill.

United States Information Agency, Office of International Visitors Washington, DC
Program Officer July 1991 - November 1991

Developed 30 day professional programs and managed grants for more than 170 International Visitors from Norway, Sweden, Denmark, Finland, Iceland, Ireland, Canada, Bulgaria, Romania, and Albania. Responsibilities included supervising contractors in program development and implementation as well as training and supervising escort officers and interpreters.

United States Information Agency Washington, DC
Presidential Management Intern August 1989 - July 1991

One of approximately 200 finalists selected in a nation-wide competition for a two-year program in the federal government. The program included the following assignments:

- **U. S. House of Representatives**, House Armed Services Committee. Prepared reports and analysis as part of the Committee's "Iraq Task Force" during Desert Shield/Desert Storm.
- **United States Information Service**, (USIS), Cairo, Egypt. Monitored local and international media coverage and assisted visiting American press during the Iraqi invasion and occupation of Kuwait.

- **United States Information Agency**, Office of Near Eastern, South Asian and North African Affairs. Acted as temporary Country Affairs Officer for Morocco, Syria, Lebanon, Jordan, and Israel.

Publications

“Nuclear U-Turns: Learning from South Korean and Taiwanese Rollback,” *Nonproliferation Review*, (Vol. 13, No 3, November 2006).

“Eliminating Adversary Weapons of Mass Destruction: Lessons for Future Conflicts,” *Strategic Forum*, (Institute for International Strategic Studies, National Defense University, October 2004).

“Eliminating Adversary Weapons of Mass Destruction: What’s At Stake?” *Occasional Paper*, (Center for the Study of Weapons of Mass Destruction, National Defense University, December 2004).

Friends and Foes: How Congress and the President Really Make Foreign Policy (Brookings, 2000).

“DOD and Consequence Management: Mitigating the Effects of Chemical and Biological Attack,” *Strategic Forum*, (Institute for International Strategic Studies, National Defense University, December 1999, Number 169).

Honors and Awards

CJCS Joint Civilian Distinguished Service Award, 2006
Outstanding Achievement Award, U.S. Department of Defense 1997
Special Service Award, U.S. Department of Defense 1994
Member, Council on Foreign Relations

Education

Georgetown University

Master of Arts in Arab Studies, M.A.A.S.

Concentration: International Business. Merit Scholarship, Center for Contemporary Arab Studies 1987 - 1989.

Washington, DC

September 1987 - August 1989

Duke University

Bachelor of Arts, B.A., Cum Laude with Distinction

Concentration: Comparative Area Studies, Middle East

Durham, NC

September 1983 - May 1987

Middlebury College

School of Arabic, Intensive Arabic Language Program

Middlebury, VT

June 1988 - August 1988

University of London

School of Oriental and African Studies, Study Abroad

London, England

January 1986 - March 1986

JOSEPH HICKEN

(b)(6)

(b)(6)

UNITED STATES HOUSE OF REPRESENTATIVES:

- Program Analyst*, **Committee on Armed Services** – Washington, DC *March 2007 – January 2011*
- Counseled the Subcommittee Chairwoman on inclusion or exclusion of legislative proposals from the Department of Defense, legislative and earmark requests from other Members of Congress, and priorities from other interested parties, in the Defense Authorization Act
- Director of Legislative Operations*,
Staff Assistant
- Authored legislation, report language, backgrounders, and hearing materials on issues in my legislative portfolio, which included voting, women in combat, Arlington National Cemetery, decorations & medals, equal opportunity/hate crimes, mail, Montgomery GI Bill, permanent change of station moves, religious tolerance policies, retirement homes, Servicemen's Group Life Insurance, Service Members Civil Relief Act, and transition assistance
 - Security Clearance: (b)(6)
 - Directed all staff and logistical operations for Committee legislative activities including member requests, mark-ups, conference with the Senate, and related floor activity in the House
 - Coordinated with leadership to consider measures under suspension of the Rules, obtained waivers, and guided members managing such measures through parliamentary procedure
 - Engineered a milestone production process and timeline for Defense Authorization Acts
 - Edited and governed the compilation of the annual 650 page Committee Authorization Reports
 - Staffed Congressional Delegations, including to Iraq, Afghanistan, Kuwait, Bahrain, Germany, Indonesia, and Kazakhstan
 - Prepared administrative and substantive materials for subcommittee briefings and hearings
 - Authored floor scripts for suspension bills, resolution text, and Committee correspondence
- Intern* **Office of former Representative *Ciro D. Rodriguez*** *January – February 2007*
- Intern (Part Time)* **Office of Congresswoman *Susan A. Davis*** – San Diego, CA *March – June 2006*

CURRENT EMPLOYMENT:

- Defense Analyst* **Bloomberg News (BGOV)** – Washington, DC *February 2011 – Current*
- Bylined analytical articles and insights at a new information and news amalgamator in DC
 - Provided deep-dive perspective on how congressional action impacts defense industry

OTHER WORK EXPERIENCE:

- Account Manager* **Stones' Phones** – Washington, DC *July 2006 – December 2006*
- Consulted campaigns on ways to best connect with targeted constituencies
 - Composed scripts for congressional candidates, independent expenditures and local races
 - Brokered automated telephone calls and live survey calls between clients and call centers
- Undergraduate Research Assistant (Part Time)* **(b)(6) Law Research** – UC, San Diego *January 2006 – June 2006*
- Contributed to witness identification accuracy research for the Illinois State Legislature
 - Played a role in changing the coding method (the way data is collected and categorized), which ultimately affected the statistical analysis
- Administrative Assistant (Part Time)* **Chancellor's Office** – UC, San Diego *June 2004 – June 2005*
- Prepared learning materials for bi-weekly classes
 - Served as an administrative assistant in each of the campus community centers: The Cross Cultural Center, The LGBT Resource Center, and The Women's Center

-
- SKILLS & EXPERIENCE:**
- Strong computer ability: proficiency with Adobe Photoshop, In-Design, and Acrobat Pro
 - Microsoft Word, Intranet Quorum, Excel, Powerpoint. Beginning Bloomberg Terminal.
 - Completion of a year-long colloquium focused on social justice and diversity
 - Volunteer history with DC Habitat for Humanity
 - Improvisational comedy performance for Comedy Sportz of DC and the FOOSH

-
- EDUCATION:**
- **University of California, San Diego**
 - Bachelor of Science, Psychology - specialization in Social Psychology
 - Bachelor of Arts, Political Science - emphasis in International Relations
 - Provosts Honors 7 of 11 quarters

Andrew Philip Hunter

(b)(6)

Summary

Experienced professional with expertise in defense acquisition and a broad range of defense budget, policy, and organizational issues proficient at engaging at the highest leadership levels

Professional Experience

Chief of Staff, Office of the Acting Under Secretary of Defense for Acquisition, Technology and Logistics, 2011 – Present

- ◆ Develop strategic inputs for the Under Secretary's agenda
- ◆ Shape timely development of policies, procedures, analyses, and recommendations consistent with the Under Secretary's goals and objectives
- ◆ Lead coordination of priority acquisition-technology-and-logistics-related matters within the Office of the Secretary of Defense including those involving Congress and the media

Policy Staff Lead & Professional Staff, House Armed Services Committee, 2005 – 2011

- ◆ Supervised 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
- ◆ Managed issue portfolio including acquisition policy (e.g. WSARA), industrial base policy, foreign military sales, and technology controls
- ◆ Led staff for committee's Panel on Defense Acquisition Reform, Mar. 2009-Mar. 2010

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

- ◆ Primary responsibility for review of export controls on high performance computers and key 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

- ◆ 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 support for 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

Education

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

RADHA K IYENGAR .

Office of the Assistant Secretary of Defense
Special Operations and Low Intensity Conflict
2500 Defense, Pentagon, 3C852A
Washington, DC 20301-2500

Telephone: (b)(6)
Fax: (b)(6)
BB: (b)(6)
Email: (b)(6)

EDUCATION

Princeton University, Princeton NJ, Ph.D. Department of Economics, 2006
Princeton University, Princeton, NJ, MA Department of Economics, 2004
Massachusetts Institute of Technology, Cambridge, MA, BS Economics, 2002

EXPERIENCE

Policy Advisor, Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, Department of Defense (July 2012-present)

Serve as functional chief of staff for Assistant Secretary to integrate staff functions and activities across different offices. Provide policy advice, speech writing, and support to the Assistant Secretary on a wide range of Special Operations and counterterrorism issues. Provided advice and assistance on current defense operational and policy issues including Benghazi attacks, Algeria hostage crisis, French operations in Mali, counterterrorism activities in Yemen, transition planning in Syria, as well as drafting strategy papers and briefings on future counterterrorism strategy. At the request of ASD SO/LIC provided support on additional special projects on Mali, Yemen, and East Africa.

Economist, RAND Corporation, Arlington VA, (October 2011-July 2012)

Led and conducted research on terrorist and insurgent financing in Iraq and Afghanistan, estimating shadow economic activity in Iraq, the effectiveness of Afghan Local Police, and the impact of intelligence training programs on special police units in Afghanistan.

Academic Research Team Director, Counterinsurgency Advisory and Assistance Team (CAAT), Kabul Afghanistan (March 2010 – October 2010)

Oversaw research efforts for Commander of International Forces in Afghanistan including: coordinated data collection, facilitated coordination with civilian agencies, program evaluation design and project management, development of measures of effectiveness, and cost-effectiveness of counterinsurgency. Research on civilian casualties was briefed to Command ISAF, Chairman of the Joint Chiefs of Staff, and regional commanders and general officers across theater.

Primary Investigator, International Rescue Committee, New York, NY (Fall 2006 – Summer 2009)

Conducted research on Women's Economic Empowerment in post-conflict settings in Burundi, Democratic Republic of Congo, Cote D'Ivoire, and South Africa. Primary responsibilities included project design, budget management, survey oversight, analysis of results, and report preparation. This project was later supported by a Gates Foundation grant on Successes in Africa.

Assistant Professor, Department of Economics, London School of Economics, London, England (October 2008-October 2011)

Conducted research on the effect of development programs in reducing violence in fragile and conflict affected settings. Research on related to Iraq and Afghanistan was published in academic journals and lay press. Taught courses to masters and PhD students on labor economics and econometrics.

Primary Investigator: National Census of Domestic Violence Services, National Network to End Domestic Violence, (Fall 2005-December 2006)

Developed, designed and implemented procedures to measure and evaluate demand and usage of federally funded Domestic Violence Services. This was the first ever program to systematically create an unduplicated count of unmet demand to better quantify the economic cost to enhance federally-funded domestic violence services.

Robert Wood Johnson Health Policy Scholar, Harvard University Cambridge MA (October 2006- 2008)
Conducted research on the economic costs and benefits of programs to reduce violence against women. During this period served on the committee on measures and assessment, family violence prevention and services, Department of Health and Human Services.

Research Assistant, Council of Economic Advisers, Executive Office of the President, White House Washington DC, (Summer 2000)

Provided research support to member Dr. Katherine Shaw on domestic policy issues including health care reform, minimum wage programs, and technological innovation. Was first summer research assistant to write report for weekly brief to President of the United States.

GRANTS

NBER Africa Successes, Gender Based Violence Programs in Central Africa (Fall 2008-Summer 2010)
LSE SEED Fund, Career Paths of Solicitors in the UK, (Summer 2009-2010)

FELLOWSHIPS AND AWARDS

Woodrow Wilson Fellowship of Scholars, Princeton University, 2005-06; The Towbes Prize for Outstanding Teaching, Princeton University, 2005; Graduate School Summer Fellowship 2003, 2004, 2005; Industrial Relations Graduate Student Fellowship, 2003, 2004; Outstanding Undergraduate Economist, MIT Economics Department 2002; National Science Foundation Fellowship Honorable Mention, 2002, Phi Beta Kappa MIT 2002; Laya Weisner Award for Improving Women's Lives at MIT, 2002; Rhodes Scholar, Finalist, 2001

RESEARCH PUBLICATIONS

"Does the Certainty of Arrest Reduce Domestic Violence? Evidence from Mandatory and Recommended Arrest Laws" *Journal of Public Economics* 93 85-93 (2009)

"Measuring Intimate Partner Violence Service Usage Across America Using The National Census On Domestic Violence Services" (with L. Sabik) *Health Affairs* 28:w1052-1065 (2009)

"Who's the Fairest in the Land? Comparing Judge and Jury Decisions in Capital Cases" *Journal of Law and Economics* (forthcoming August 2011)

"An Analysis of Attorney Performance in the Federal Indigent Defense System" NBER Working Paper 13187 (<http://www.nber.org/papers/w13187>)

Please see the July 14, 2007 *New York Times* article by Adam Liptak entitled "Public Defenders Get Better Marks When on Salary" that describes these findings for a lay audience Also articles in *National Journal* and *Congressional Quarterly*

"I would rather be hanged for a sheep than a lamb: The unintended consequences of California Three-Strikes laws" *Revise and Resubmit, American Economic Journal: Economic Policy*
NBER Working Paper 13784 (<http://www.nber.org/papers/w13784>)
Please also see lay reports in *Slats, Hartford Advocate* *Dallas Morning News*

The Political Economy of Disability Insurance: Effects from Legal Reforms of Pain Standards
(with Giovanni Mastrobuoni) *Revise and Resubmit: Journal of Law and Economics*

"Insurgent Compensation: Evidence from Iraq" (with Benjamin Bahney, Patrick Johnston, Danielle Jung, Jacob Shapiro, and Howard Shatz) *American Economic Review Papers and Proceedings* May 2013 103(3): 518-22

BOOK CHAPTERS

"Estimating Illegal Migration Flows in Dual Labor Markets: Evidence from the Market for Sex Workers" Cunningham and Shah (Eds). *The Handbook on the Economics of Prostitution* Oxford University Press forthcoming Summer 2013

"Does Arrest Deter Violence? Comparing Experimental and Nonexperimental Evidence on Arrest Laws" in *The Economics of Crime*; Di Tella, Edwards, and Schargrodsky (Eds.) University of Chicago Press, Chicago, IL 2010, Chapter 12, pp 421-453

BOOK

"Economics of Commercial Dispute Arbitration" with Orley Ashenfelter (as Editors) in the series *Economic Approaches to Law*, Elgar Publishing London UK, Summer 2009

WORKING PAPERS

"The Conflict in Syria: An Assessment of US Strategic Interests" (with Brian Fishman) The New American Foundation Report March 2013

"Reducing Gender-based Violence by Enhancing the Role of Women in House-hold Decision-Making in Burundi (with Gulia Ferrari) LSE Center for Economic Performance Discussion Paper 1010 October 2010

"Is there an Emboldenment Effect? Evidence from the Insurgency in Iraq" (with Jonathan Monten) *NBER Working Paper* 13839 March 2008

Please see lay reports in *US News and World Reports*, *UPI*, *Fox News*

"The Effect of Civilian Casualties in Afghanistan and Iraq" (with Luke N. Condra, Joseph H. Felter, Jacob N. Shapiro) *NBER Working Paper* 16152 July 2010

"Building Peace: The effect of Development Assistance on the Labor Market for Insurgents" (with Jonathan Monten and Mathew Hansen) *mimeo*

INVITED LAY ARTICLES

"The Next War" *Foreign Policy* (with Douglas A. Ollivant)

http://www.foreignpolicy.com/articles/2012/05/03/the_next_war

"Open debate will prompt reaction from insurgents" *The Times (London)* February 26, 2010

http://business.timesonline.co.uk/tol/business/industry_sectors/media/article7041398.ece

"The Protection Battered Spouses Don't Need" *New York Times* August 7, 2007

http://www.nytimes.com/2007/08/07/opinion/07iyengar.html?_r=1&oref=slogin

KATIE ROBERTS

(b)(6)

EXPERIENCE:

NATIONAL ASSOCIATION OF CORPORATE DIRECTORS

Consultant

WASHINGTON, D.C.

December 2012 – Present

- Senior advisor to the Director of Education.
- Develop and execute short and long-term educational programming and planning priorities.
- Conduct research and analysis on current business trends and policies.
- Advise and assist with events management, identifying and pitching potential speakers, and speaker management.

I CORPS, UNITED STATES ARMY

Strategic Communications Advisor to the Commander, GS-15

JOINT BASE LEWIS-MCCHORD

June 2012 – July 2012

- Senior communications and political advisor to LTG Scaparrotti.
- Coordinated the Commander's engagements, outreach activities, and media interviews with senior I Corps staff.
- Assisted with transition activities and functions for the outgoing and incoming I Corps Commanders.
- Wrote speeches, talking points, opinion pieces, and event briefings for the Commander.

UNITED STATES DEPARTMENT OF DEFENSE

*Strategic Communications Advisor to the Commander of
International Security Assistance Force (ISAF) Joint Command (IJC), GS-15*

KABUL, AFGHANISTAN

March 2011 – June 2012

- Senior communications and political advisor to the Commander.
- Developed and executed short and long-term strategic communications plans and programs in support of the Commander of IJC, a multi-national headquarters consisting of 33 troop contributing nations and responsible for military operations throughout Afghanistan.
- Coordinated and managed communications activities and messaging with ISAF, the Department of Defense (DoD), and the six regional commands throughout Afghanistan to create a unified and consistent communications strategy.
- Planned, prepared, and accompanied the Commander on external engagements, outreach activities and media interviews in Afghanistan, the United States, and internationally.
- Supervised and coordinated public affairs staff.
- Coordinated transition activities and functions for the outgoing and incoming IJC Commanders.
- Wrote speeches, talking points, press releases, statements, opinion pieces, and event briefings for the Commander and IJC senior leaders.
- Awarded the North Atlantic Treaty Organization Medal.
- Awarded the Joint Civilian Service Commendation Award.

UNITED STATES DEPARTMENT OF VETERANS AFFAIRS

Press Secretary, GS-15

WASHINGTON, D.C.

March 2009 – February 2011

- Senior communications advisor to Secretary Shinseki, Deputy Secretary Gould, and the United States Department of Veterans Affairs (VA) senior leadership.
- Primary spokesperson for VA.
- Developed and executed short and long-term strategic communications plans and objectives.
- Supervised and managed day-to-day press operations and staff at VA central headquarters and regional offices.
- Created and coordinated message opportunities, press conferences, speeches, and interview appearances with the White House, the DoD, and other federal government departments and agencies.
- Planned, prepared, and accompanied Secretary Shinseki and VA senior leaders on White House engagements, congressional testimony, key announcements, and official visits across the United States.
- Wrote speeches, talking points, press releases, statements, opinion pieces, newsletters, and event briefings for VA officials.
- Awarded a Letter of Commendation from Secretary Shinseki.

BLUHAMMOCK MUSIC & BLUHORSE CLOTHING*Chief Operating Officer***NEW YORK, NY***February 2008 – March 2009*

- Developed and implemented new business processes throughout both companies to optimize and streamline operations; resulting in over \$1.5 million in cost savings.
- Created and executed short and long-term corporate strategic planning, financial management, and budgeting.
- Supervised digital music distribution and marketing efforts in the United States and internationally to help grow the digital music revenue to 65% of all revenue.
- Supervised the planning and execution of lifestyle events; resulting in 20% of all revenue.
- Managed day-to-day operations for over 30 employees, attorneys, consultants, and vendors.

RICHARDSON FOR PRESIDENT*Deputy Communications Director***SANTA FE, NM***January 2007 – February 2008*

- Senior communications and political advisor to Governor Bill Richardson.
- Senior spokesperson for Governor Richardson's presidential campaign.
- Developed and executed communications strategies for Governor Richardson and campaign surrogates.
- Supervised and managed all aspects of press operations and staff for the campaign headquarters and communications offices in Iowa, New Hampshire, Nevada, and South Carolina.
- Planned, prepared, and accompanied Governor Richardson on presidential debates, key announcements, and national media interviews.
- Wrote policy papers, speeches, talking points, media statements, press releases, opinion pieces, letters to the editor, direct mail pieces, and fundraising solicitation.

SOUTH CAROLINA DEMOCRATIC PARTY*Senior Communications Consultant***COLUMBIA, SC***September 2006 – December 2006*

- Assisted in managing all aspects of day-to-day communications office operations for the South Carolina Democratic Party (SCDP) and gubernatorial candidate State Senator Tommy Moore.
- Developed and executed media objectives and opportunities for the SCDP and State Senator Moore.

NEW MEXICO ECONOMIC DEVELOPMENT DEPARTMENT*Public Information Officer***SANTA FE, NM***April 2005 – September 2006*

- Senior communications advisor to the Secretary of the New Mexico Economic Development Department (NMEDD).
- Served as the primary spokesperson for the NMEDD.
- Developed and executed short and long-term strategic communications plans and policy objectives for Governor Richardson and the NMEDD.
- Traveled throughout New Mexico, the United States, and internationally with Governor Richardson and the NMEDD Secretary to promote key initiatives.
- Wrote speeches, talking points, media statements, press releases, opinion pieces, and letters to the editor.

ALASKA DEMOCRATIC PARTY*Communications Director***ANCHORAGE, AK***May 2004 – November 2004*

- Successfully executed a surrogate earned media program for the Alaska Democratic Party in support of the Tony Knowles for United States Senate campaign through press conferences, letters to the editor, opinion pieces, and a radio monitoring program.
- Managed communications junior staff and interns.

HILL + KNOWLTON STRATEGIES

Senior Account Executive

NEW YORK, NY

February 2003 – January 2004

- Counseled the firm’s largest account, Hewlett-Packard (HP), on corporate messaging targeted to national business and trade press, as a member of its United States national public relations media team.
- Developed and executed short and long-term media strategies and goals for HP’s corporate executive team.
- Supervised a team of Hill + Knowlton (H+K) employees to handle all incoming regional, national, and international media inquiries for HP.
- Pitched regional, national, and international media to promote HP’s corporate message, major initiatives, and events.
- Developed pitches, media statements, presentations, and talking points for both H+K and HP senior management.

UNDERWOOD ADA FOR GOVERNOR AND LT. GOVERNOR

Senior Political Advisor/Fundraising Chair

HAGATNA, GU

January 2002 – November 2002

- Senior political and fundraising advisor to Congressman Underwood and State Senator Ada.
- Developed and implemented a fundraising program that raised \$1.2 million through events, mail, and phone solicitation.
- Directed media and advertising activities for the campaign.

GREENBERG QUINLAN ROSNER RESEARCH

Executive Assistant to Vice President (b)(6)

WASHINGTON, D.C.

January 2001 – January 2002

- Researched and analyzed polls, legislation, and policy.
- Wrote and generated corporate and political reports, briefing materials, graphs, and marketing materials.

THE WHITE HOUSE, OFFICE OF THE VICE PRESIDENT

Staff Assistant

WASHINGTON, D.C.

November 2000 – January 2001

- Assisted with official and personal transition responsibilities for Vice President Gore.

GORE LIEBERMAN 2000

National Advance Staff

NASHVILLE, TN

March 2000 – November 2000

- Traveled throughout the United States coordinating campaign events and political functions for Vice President Gore and Senator Lieberman.

EDUCATION:

UNIVERSITY OF WISCONSIN - MADISON

- Bachelor of Arts in Political Science

MADISON, WI

August 1996 – May 2000

UNIVERSITY OF WESTMINSTER

- Certificate in International Politics
- Labor Party Internship (Assistant to the National Women’s Officer)

LONDON, ENGLAND

September 1998 – June 1999

SUMMARY

Politically astute attorney and policy advisor with seven years of professional experience in complex research, analysis, writing, and strategic problem solving. Possesses extensive knowledge of the legislative process, floor procedure, and congressional ethics rules. Utilizes leadership, communication, and interpersonal skills to build and maintain relationships with stakeholders.

PROFESSIONAL EXPERIENCE

Tower Legal Solutions, Washington, DC

Contract Attorney, March 2013-Present

- Provide comprehensive litigation support to client (JP Morgan Chase & Co.) regarding a high-profile financial services investigation.
- Work directly with outside counsel (Freshfields Bruckhaus Deringer LLP) to provide client with expert consultation and advice regarding best courses of action.
- Use sophisticated technology to conduct in-depth electronic Discovery to include the review and analysis of internal and external emails, financial records, internal policies, and other confidential materials.
- Selected to perform special projects due to sharp analytical abilities and a meticulous attention to detail.

U.S. House of Representatives, Rep. Eddie Bernice Johnson (TX-30), Washington, DC

Legislative Assistant, May 2011-January 2013

- Formulated, managed, and implemented the Congresswoman's legislative agenda in the areas of health care, foreign affairs, international trade, immigration, Social Security, women's issues, and senior's issues.
- Drafted legislation and closely tracked legislative and political developments.
- Collaborated with executives, lobbyists, and constituents, analyzed their concerns, and provided them with proactive solutions.
- Supervised interns and developed and implemented intern curriculum.
- Conceptualized, organized, and executed widely attended congressional briefings and conferences.
- Performed extensive research and wrote memoranda on legal, policy, and political matters.
- Drafted floor statements, speeches, talking points, press releases, and Op-Eds.
- Represented the Congresswoman at speaking engagements, task force meetings, and in meetings with government stakeholders and advocacy groups.

Hudson Legal, Washington, DC

Contract Attorney, February 2011-May 2011; February 2010-June 2010

- Provided litigation support in the areas of anti-trust and patent law at Holland & Knight LLP, Steptoe & Johnson LLP, and Arnold & Porter LLP.
- Reviewed client documents including financial records, internal policies, contracts, and correspondence and analyzed their content for attorney-client and work product privilege.

U.S. Department of Justice, Washington, DC

Law Clerk, June 2010-February 2011

- Provided attorneys with litigation support in a corporate fraud investigation under the Financial Institutions Reform, Recovery, and Enforcement Act of 1989.
- Gathered, prepared, and summarized relevant materials for use by attorneys in preparation of opinions, briefs, and other legal documents.

Law Offices of A. Dwight Pettit, PA, Baltimore, MD

Law Clerk, November 2008-June 2009

- Assisted counsel with developing well-pointed discovery by analyzing issues, developing strategy, preparing interrogatories and document requests, and preparing trial presentations.
- Conducted extensive research and drafted memoranda, briefs, and other correspondence on behalf of clients in civil rights, tort, and criminal defense cases.
- Advised clients on available legal options and recommended best courses of action.
- Managed 20 active cases simultaneously.

Baltimore City Office of the Public Defender, Baltimore, MD

Law Clerk, February 2007-December 2008

- Investigated complex criminal matters and prepared motions and memoranda for court proceedings.
- Interviewed and prepared defendants and key witnesses for trial.
- Assisted counsel at hearings, trials, and other court proceedings.

DLA Piper LLP, Baltimore, MD

Summer Associate, May 2006-August 2006

- Researched and prepared memoranda and pleadings on complex factual, substantive, and policy issues in the areas of health care, corporate finance, corporate and securities, labor and employment, and real estate law.

EDUCATION

University of Maryland School of Law, Baltimore, MD

Juris Doctor, May 2008

University of Virginia, Charlottesville, VA

Master of Education, August 2005

University of Virginia, Charlottesville, VA

Bachelor of Arts, May 2004

BAR ADMISSIONS & ACTIVITIES

Maryland State Bar (December 2009)

District of Columbia Bar (Eligible for Waiver)

Social Chair, Congressional Black Associates (February 2012-January 2013)

VOLUNTEER EXPERIENCE

Phone Bank Volunteer, Tim Kaine for U.S. Senate (2012)

Volunteer, Democratic Party of Virginia State Convention (2012)

Virginia Victory Counsel, Organizing for America (2012)

Communications Volunteer, Democratic National Convention (2012)

Volunteer, Presidential Inaugural Committee (2013)

Jonathan Barrett Jackson

(b)(6)

OBJECTIVE Seeking a challenging position allowing me to utilize previous experience in research and analysis in an atmosphere offering opportunities for growth and progress

EXPERIENCE

2/11 – **United States Congress** Washington, DC

Congressman Cedric L. Richmond Legislative Staff Assistant

- Oversee all Transportation legislation issues, specifically including drafting an amendment for Airport Facility funding to H.R. 658: FAA Reauthorization and Reform Act of 2011
- Draft approximately 30-40 constituent response letters weekly
- Represent the Congressman at weekly legislation briefings as well as during meetings with constituent groups/lobbyist
- Serve as office White House liaison
- Serve as office liaison for the Connect Baton Rouge-New Orleans Commuter rail project

9/09 – 1/11 **United States Congress** Washington, DC

House Committee on Transportation & Infrastructure Staff Assistant

- Developed statistics for the American Recovery and Reinvestment Act (ARRA), Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU), and Water Resources Development Act (WRDA)
- Implemented an audio and visual production program for committee hearings
- Represented the committee during meetings with congressional offices

6/09 – 8/09 **U.S. Department of Transportation (DOT)** Washington, DC

Office of Small and Disadvantaged Business Utilization Intern (OSDBU)

- Initiated research and updated a database for the more than 33,000 Disadvantaged Business Enterprises nationwide
- Drafted Federal Registry Notices for Disadvantaged Business Enterprises
- Co-hosted DOT/OSDBU Vendor Day

6/08 – 8/08 **U.S. Department of Transportation (DOT)** Atlanta, GA

Federal Aviation Administration Southern Region Intern

- Pioneered the nation's 17th Air Traffic Control Career Training Initiative program at Florida Memorial College in Miami, FL
- Developed a research study on minority hiring trends within the FAA, and introduced the information during a presentation at a conference in Washington, DC
- Served as moderator for FAA Southern Regional Conference Panel Discussion

EDUCATION

Morehouse College Atlanta, GA B.A. Political Science May 2009

GPA: Cum. 3.3, Cum Laude

Honors: Pi Sigma Alpha National Honor Society, National Society of Collegiate Scholars, Angel City Links Inc. Scholar

PROFESSIONAL/COMMUNITY ORGANIZATIONS

Congressional Black Caucus (CBC)

Phi Alpha Delta Law Fraternity Inc.

National Assoc. for the Advancement of Colored People (NAACP)

Morehouse College Alumni Association Greater Washington DC Chapter Member

Get Out and Vote Volunteer

ROBIN ELENA JACOBSON

(b)(6)

PROFESSIONAL EXPERIENCE

Williams & Connolly LLP, Partner (1987-2000; 2001-present; Partner since 1995)

Experience in complex civil and criminal litigation:

- Civil litigation experience encompasses diverse array of complex cases involving women's health (contraception, menopause, diseases of aging), pharmaceutical 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 court (including multi-state) litigation, and class actions.
- Most recently, led team of over 25 attorneys, from different law firms, responsible for development of scientific themes, 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 the risks, test the product, and explore alternate designs. Played key role in several trials, as well as various *Daubert/Frye* hearings and scientific presentations in state and federal court.
- Criminal defense experience includes tax fraud, false statements, antitrust violations, and product adulteration.

Pro Bono experience:

- Led revision of firm's pro bono program, serving as Chair (and now member) of Pro Bono Committee; oversaw work on cases involving mental health, constitutional tort, political asylum, Federal Tort 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 Davidians and the Federal Bureau of Investigation outside Waco, Texas in 1993 – a suit that we successfully defended at trial.
- **Legislative Duties:** Testified before Congress concerning proposed legislative changes to 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 "controlled burn" initiated by Interior Department in Los 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 OBAMA CAMPAIGN (2007-2008)

- Led teams of volunteers undertaking confidential research, strategic analysis and drafting of memoranda and pleadings. (Contact [redacted] (b)(6) or [redacted] (b)(6) for details).
- Deputy for the Election/Post-Election Litigation Team (EPELT) for one of the battleground states. Managed the preparation of research, analysis and pleadings for potential post-election litigation. (Contact [redacted] (b)(6) or [redacted] (b)(6) for details).
- Led teams of volunteers undertaking confidential research, strategic analysis and drafting of memoranda re various issues. (Contact [redacted] (b)(6) 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 (b)(6) or (b)(6) 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



(b)(6)

[Redacted] (b)(6)

ERUM JILANI

EDUCATION Pakistani-American, [Redacted] (b)(6)

HARVARD UNIVERSITY MPA current
John F. Kennedy School of Government
National Security Issues, Masters in Public Administration
Capstone project: "Reassessing the United States / Pakistan Relationship"
Faculty Advisor: [Redacted] (b)(6)
Project Client: [Redacted] (b)(6) Afghanistan Pakistan Director National Security Council

GEORGIA INSTITUTE OF TECHNOLOGY M.S. 2005
Sam Nunn School of International Affairs
International Affairs. Summa Cum Laude

GEORGIA INSTITUTE OF TECHNOLOGY B.S. 2003
Sam Nunn School of International Affairs
International Affairs, Certificate in Asian Studies. Magna Cum Laude

WORK EXPERIENCE

HARVARD KENNEDY SCHOOL. Belfer Center for International Relations, India & South Asia Program
Cambridge, MA. September 2011 – current
Research Assistant to Ambassador Nicholas Burns

- Co-Chair, "Pakistan, Afghanistan, India and the ISAF Transition" Workshop. Hosted interagency representatives from the National Security Council, Office of Secretary of Defense, State Department, CENTCOM, etc. to share and discuss perspectives, objectives and possible scenarios for the ISAF transition.
- Leading the development of the annual strategy for the program, including the vision and mission
- Creating networks between Harvard Kennedy School and the foreign governments of India, Pakistan, Afghanistan, greater South Asian region, and American policymakers

HARVARD KENNEDY SCHOOL. Belfer Center for International Relations
Cambridge, MA. November 2011 – current
Course Assistant to David Ignatius

- Assisted in curriculum development for David Ignatius's course: "Understanding the "Arab Spring" from the Ground Up: Contemporary Events in the Middle East, their Roots and Consequences for the United States"
- Developing and coordinating a speaker series for the course of relevant U.S. policymakers and activists

DEMOCRATIC NATIONAL COMMITTEE. Obama for America
Washington DC. May 2012-August 2012
Political Intern

- Drafted memos on operating environments for Administration officials (including the President and Vice President of the United States) for specific campaign events and trips
- Tracked polling data and press for Democratic candidates at federal, state and local levels
- Organized logistics for fundraiser and various campaign events for Obama Administration officials

HUMAN TERRAIN TEAMS. Department of Defense
Georgia Tech Research Institute. Atlanta, Georgia and Ft. Leavenworth, KS 2008-2010
Research Associate, Human Terrain System

- Conducted operationally relevant research and analysis for the Human Terrain System, which requires a familiarity

with the highly complex local socio-cultural environment in the areas where U.S. and allied military units are deployed, specifically Iraq and Afghanistan

- Conducted assessments and made recommendations within the Human Terrain System Doctrine and Military Operational Planning Teams
- Developed curriculum for the Human Terrain System to ensure team members are trained to provide Brigade Commanders with the relevant socio-cultural understanding necessary to meet their operational requirements
- Debriefed returned Human Terrain Team Members from Iraq and Afghanistan in order to capture successes and failures in the field. Integrated these lessons learned into a Lessons Learned Feedback Loop in order to refine the HTS Program

CHANEL.

New York NY. Summer 2008

Buying and Merchandising Consulting Intern

- Developed brand building and integrated creative marketing guidelines for retail and wholesale locations
- Research on competitors and their marketing strategies

VOGUE magazine.

New York NY. Fall 2007

Fashion/Market Department Intern for the Market Editor

- Edited and sourced articles and photo features for Vogue Magazine and Vogue Living
- Fundraised and sourced for the CFDA-Vogue HIV/AIDS initiative

HOMELAND SECURITY, TERRORISM DIVISION. Georgia State Office

Atlanta, GA. 2005-2007

Critical Infrastructure Research Specialist

- Identified and researched specific terrorist threat groups for each of the Homeland Security identified critical infrastructure
- Served as Unified Command Coordinator of Joint Resource Relief Center for Hurricane Katrina evacuees
- Conducted red cell roleplays for Suicide Bomber Exercise at Atlanta Airport, Bomb Hostage Exercise, SNS Anthrax Drill
- Trained in Al Qaeda tactics and ideology at Mirror Image Training at Blackwater

PUBLISHED WORKS

- "Knock Off the Dust – Now What? Using Your Campus Emergency Action Plan to Meet Unique and Diverse Challenges". *Campus Law Enforcement Journal*
- "Duty to Educate". *Journal of Homeland Security*. March 2006

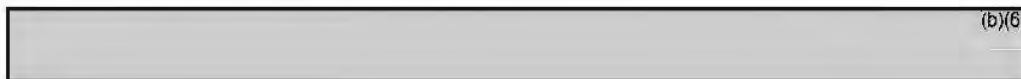
AWARDS & ACHIEVEMENTS

- Editor At Large Kennedy School Review
- Presidents Undergraduate Research Award: "Istanbul to Tehran, The Forces and Faces that Shape the Arab World" (Fall 2003)
- Deans List (every semester of college), Faculty Honors (4.0 distinction)
- Golden Key Honor Society philanthropy (top 15% of college class, inducted 2002)
- Gamma Beta Phi (honor society, inducted 2002)

LANGUAGES & SKILLS

- Urdu (fluent, native speaker), Hindi (advanced), French (advanced), Arabic (beginner, 2 years university study)
- War Gaming and Scenario building experience replicating the Schifflen Plan
- ArcGIS software: term project "Mapping Arable Land on the Gallipoli Peninsula, Turkey"
- Stella software: term project "Balance of Power in Arab/Israeli Relations"
- U.S. Department of Homeland Security/Georgia Office of Homeland Security certificates: National WMD Awareness Program, Tactical Response to a Suicide Bomber Course, Surveillance Detection Course, Islamic Terrorism Course, Mirror Image Training a one week course simulating an Al-Qaeda terrorist training camp

LAURA J. JUNOR, Ph.D.



PROFESSIONAL EXPERIENCE

Chief of Staff October 5, 2009 to Present
OSD Cost Analysis and Program Evaluation Arlington, VA

Supports the Director and the Principle Deputy in managing the activities and products of OSD CAPE

- Overseas CAPE operations
- Ensures Secretary and Deputy-level projects are on track and on time; solves problems as necessary
- Interfaces with Department leadership and external organizations as required

Serves on the Secretary's Efficiencies Task Force

- Provided analytic and programmatic guidance ensuring that savings were booked in PB 2012
- Specific responsibilities included implementation of the Department-wide reduction in service support contracts; early considerations for the disestablishment of JFCOM; realignment options for EUCOM; early considerations for reducing reporting requirements; costing guidance and website; and assessments of 4th estate baseline review options
- Current work includes evaluating options for meeting PB 2013 challenges

Supports overarching analyses integrating the work of the individual CAPE directorates and outside organizations

- Topics include front-end assessments, institutionalizing counterinsurgency capabilities, authorities for building partnership capacity/capability, strategies for managing readiness under constraints, and options for assessing risk

Supports the communication of analytic products to defense leaders

- Quickly distills complex messages into the critical points
- Drafts correspondence/analytic summaries suitable for the Secretary of Defense

Prepares the Director for Congressional testimony

- Drafts oral and written testimony, creates backup material, participates in "red team" prep sessions, writes or coordinates Congressional correspondence

(Contact Supervisor: Yes. Name: (b)(6) ***Phone:*** (b)(6) ***email:***
(b)(6)

President/Owner
Readiness Logic, LLC

August 20, 2007 to September 30, 2009
Alexandria, VA

Negotiated the development and adoption of the California National Guard's Civil Support Task List (CSTL) for use as a national, common language for civilian and military emergency personnel

- Served on the CSTL development team as the Interagency Integration Director
- Developed the methodology for integrating existing capabilities taxonomies including FEMA's Emergency Support Functions, Resource Typing and Credentialing, and the Target Capabilities List, and the National Emergency Manager's Association's Disaster Response Mission Packages
- Developed and conducted a limited-scope pilot for Chemical, Biological, Radiological and Nuclear response capabilities
- Developed the methodology for reporting classified capabilities assessments into the Defense Readiness Reporting System, and unclassified aggregate assessments into the National Guard Bureau's Joint Capabilities Database

Developed the assessment methodology for the National Continuity Programs Directorate's Readiness Reporting System

- Developed the method by which federal departments and agencies will conduct assessments of their compliance with Federal Continuity Directives 1 and 2, Mission Essential Functions, and Primary Mission Essential Functions (PMEFs)
- Developed an approach for understanding the complex and sometimes (negatively) synergistic effects of one deficiency across several departments or agencies
- Ensured that PMEF assessments logically and reliably support the National Essential Function assessments that underlie continuity of federal government operations

Recommended options for integrating or aligning FEMA capability assessment systems

- Recommended which systems should be kept and integrated and which should be terminated

Wrote the Congressionally mandated strategic plan for the National Preparedness Directorate's National Domestic Preparedness Consortium

(Contact Supervisor: N/A, Self Employed)

Analytic Advisor and DRRS Interagency Director (IPA)
OSD Personnel and Readiness

November 15, 2003 to August 16, 2007
Arlington, VA

Quantified global force management problems and policy recommendations

- Developed and conducted a study of deployment patterns for Operation Iraqi Freedom and Operation Enduring Freedom (OIF/OEF)
- Study concluded that the most effective means of both mitigating stress and fulfilling OIF/OEF sourcing was to select units by function or capability rather than by traditional (narrower) Service and community pools.

- Briefed findings and policy recommendations to the Secretary of Defense, each of the Services (through their operations flag officers (the N/G/J-3s) and the Assistant Secretaries for Manpower and Reserve Affairs
 - Briefed findings at the Reserve Forces Policy Board's November 2005 conference

Co-developed key aspects of the Defense Readiness Reporting System (DRRS)

- Continued development on content, policy, interface, and user testing
- Identified ways to integrate existing reporting requirements

Lead effort to incorporate the full range of capabilities of the National Guard of the various states into DRRS

- Worked with key states to identify how to make capability reporting incentive compatible
- Organized a National Guard Bureau-lead readiness consortium composed of representatives from the National Guard Bureau (NGB), the Office of the Secretary of Defense (OSD), the Federal Emergency Management Association (FEMA), the Services, the Joint Staff and several state Joint Force Headquarters

Lead integration of DoD's readiness system with DHS/FEMA's National Preparedness System

- Identified a technical solution that allowed this effort to build on the public investment of the DRRS saving resources and time
 - Worked with FEMA staff, state and local emergency planners and select federal agencies to understand the basic tenets of an incentive-compatible approach for NPS

(Contact Supervisor: Yes. Name: [redacted] **Phone:** [redacted] **email:** [redacted])

Deputy Team Leader for Readiness
CNA Corporation

July 18, 1994 to November 17, 2003
Alexandria, VA

Directed CNA's readiness research program

- Created a self-supporting 15 member research cell with a reputation for high-quality work among senior leadership of the Navy, Marine Corps, Coast Guard and OSD
- Attracted core funding between \$1.1 and \$1.3 million dollars per year and above-core funding between \$450 and \$850k per year. Attracted our team's first above-ceiling contract with the Coast Guard

Authored several studies that empirically explain why noval readiness changed

- Provided clear, objective description of the magnitude and significance of changes and their drivers. Work clarified the cause and effect of readiness problems, and provides senior decision makers with prioritized remediation options, including cost/benefit tradeoffs
- Research briefed at the highest levels including the Secretary of the Navy, CNO, VCNO, Assistant Commandant of the Marine Corps and the Senior Readiness Oversight Council (SROC)
- Results used to inform management decisions (regarding, for example, the consequences of lowering personnel quality, ways to improve aircraft material readiness, and ways to improve aircraft training readiness)

Served as the scientific analyst to OPNAV's Readiness Assessment Division and Fleet Readiness Division

- The Readiness Assessment Division created the position in response to my 1995-1996 project on Surface Combatant readiness and the construction of CNA's readiness database
- Provided ad-hoc support to staff in the form of responding to high-level readiness questions (Congress, CNO, OSD, N4, N8, etc), data-pulls, and general analytical advice

Consulted for OSD on the development of their Defense Readiness Reporting System (DRRS)

- Developed a case for why DRRS should be created
- Authored several papers identifying shortcomings of the current system and objectives of the new system
- Proposed basic components (how capabilities would be articulated and assessed, resource metrics, assessment policy)
- Authored guidelines for useful metrics
- Provided liaison for members of the Joint Staff, the Army, the Navy and OSD

Developed key aspects of the Navy's Defense Readiness Reporting System-Navy (DRRS-N)

- Developed a case for why the Navy should get ahead of OSD in creating a capabilities-based reporting system
- Designed scope and content

Consulted for Coast Guard on the scope and content of their Readiness Management System (RMS)

- Developed the initial approach for building a Service-wide comprehensive system
- Suggested scope and content; helped design metrics
- Worked on initial implementation spirals

(Contact Supervisor: Yes. Name: [redacted] (b)(6) Phone: [redacted] (b)(6) email: [redacted] (b)(6))

Visiting Assistant Professor (Economics)
Tulane University

June 1, 1993 to July 1, 1994
New Orleans, LA

- Taught principles of microeconomics and macroeconomics, environmental economics and industrial organization

(Contact Supervisor: Yes. Name: [redacted] (b)(6) Phone: [redacted] (b)(6))

EDUCATION

George Mason University

Fairfax, VA

Ph.D. in Economics (Public Choice and Industrial Organization), May 1993

George Mason University

Fairfax, VA

M.A. in Economics, May 1990

Goucher College

Baltimore, MD

B.A. in Economics, May 1988

PUBLIC-RELEASED PUBLICATIONS

Junor, Laura and Thomas Dyches. "Lowering the Spigot on the Beer Keg: Strategies for Contingency Sourcing Under Uncertainty." In The New Guard and Reserve Edited by John T. Winkler and Barbara A. Bickler, 15-28, San Ramon: Falcon Books, 2009.

Junor, Laura. "The Defense Readiness Reporting System: A New Tool for Force Management", Joint Forces Quarterly, 39 (2005): 30-33.

REFERENCES



MARA E. KARLIN

(b)(6)

EDUCATION

Johns Hopkins University-School of Advanced International Studies

Ph.D., Department of Strategic Studies (2012).

M.A., Strategic Studies, Middle East Studies, and International Economics *with distinction* (2005).

- Dissertation: "Training and Equipping is not Transforming: An Assessment of U.S. Programs to Build Partner Militaries."
- Comprehensive exam fields: International Relations, Middle East, and American Foreign Policy.

Newcomb College, Tulane University

B.A., Political Science and Jewish Studies, *summa cum laude* (2001).

- Studied abroad at The Hebrew University of Jerusalem and on Semester at Sea (11 countries).

WORK EXPERIENCE

RAND Corporation

Adjunct Scholar, Project Air Force (February 2010-present)

- Advise senior U.S. Air Force leadership on critical issues involving Middle East political and security affairs, and offer policy recommendations.

Johns Hopkins University, University of Delaware, and Naval Postgraduate School

Lecturer, Middle East and Strategic Studies (varying dates since 2007)

- Courses taught include Middle East Political and Security Issues, Contemporary Middle East Affairs, U.S. Foreign Policy since 1948, U.S. Foreign Policy in the Middle East, and Crisis Simulation.

Office of the Under Secretary of Defense for Policy (OUSDP)

Special Assistant to the Under Secretary of Defense for Policy (July 2007-February 2009)

- Advised Under Secretary of Defense for Policy on a wide-range of sensitive foreign policy issues and internal management of OUSDP affairs.
- Reviewed correspondence from 1000+ member organization concerning functional and regional affairs, managed preparations for interagency decision-making process, and recommended appropriate action to Under Secretary.
- Served as Under Secretary's liaison to 1000+ member organization, including conveying guidance, offering recommendations, and facilitating policy initiatives. Co-led OUSDP preparations for 2009 transition of presidential administrations.

Levant Director (February 2006-July 2007)

- Advised Secretary of Defense on strategic policy toward Syria, Lebanon, Jordan and Palestinian affairs.
- Prepared policy analyses and recommendations on U.S. defense policy in the Levant emphasizing building militaries, restructuring institutions, countering destabilizing actors, and strengthening partners.
- Played key role in U.S. Government's effort to rebuild the Lebanese Armed Forces, enhance U.S.-Lebanon relations, formulate interagency policy toward Syria, expand Palestinian security sector reform, and facilitate numerous cross-cutting regional initiatives involving Gulf affairs, Iran, and terrorism.

- Managed up to three people in associated tasks. Led 2006 OUSDP task force during the Israel-Hizballah war. Led U.S. government delegations to the Middle East.

South Asia Specialist (July 2005-February 2006)

- Advised Secretary of Defense on defense and strategic policy toward South Asia, including India, Pakistan, Sri Lanka, Nepal and Bangladesh.
- Prepared policy analyses and recommendations on U.S. defense strategy toward South Asia, including terrorism, governability, security sector reform, and nonproliferation. Led U.S. government delegation to South Asia.

Assistant to Levant Director (May-August 2004)

- Prepared policy analyses and recommendations on U.S. policy toward Syria, domestic Lebanese affairs, Gaza disengagement and U.S.-Gulf Cooperation Council relations.

American Israel Public Affairs Committee (AIPAC)

Foreign Policy Research Analyst (June 2001-June 2003)

- Developed policy papers and recommendations on U.S. Middle East policy for internal, Congressional, and media audiences. Managed two people in associated tasks.

PUBLICATIONS AND PRESENTATIONS

- Publications on defense and Middle East affairs include *Foreign Affairs*, *The Los Angeles Times*, *Foreign Policy Magazine*, and *World Affairs*, among others (complete list available upon request).
- Presentations on defense and Middle East affairs include numerous briefings to Members of Congress (including testimony), Congressional staff, senior officials from the Departments of Defense and State, senior National Security Council staff, senior U.S. military officials, the intelligence community, and academic and think tank audiences (complete list available upon request).

ADDITIONAL INFORMATION

- *Awards and Fellowships*: Secretary of Defense Meritorious Civilian Service Award, Office of the Secretary of Defense Award for Excellence, Center for a New American Security Next Generation National Security Leader, Truman National Security Fellow, and Aspen Institute Socrates Scholar. Recipient of Smith Richardson Foundation, Johns Hopkins University, International Studies Association, David M. Kagan, William and Marie-Daniele Zartman, Bradley Foundation, and Merrill Foundation fellowships.
- *Consultant*: Office of the Under Secretary of Defense for Policy (2009-present).
- *Member*: Atlantic Council Task Force on Security Cooperation with Arab Transitioning Democracies; United States Institute of Peace Security Sector Reform Advisory Team.
- *Languages*: Arabic (intermediate proficiency); Spanish (intermediate proficiency in reading).
- *Negotiations and Research*: Led and coordinated delegations to Saudi Arabia, Kuwait, Bahrain, Lebanon, UAE, India, Pakistan, and Nepal. Also conducted research or participated in negotiations in Jordan, Israel, the West Bank, Lebanon, Egypt, Iraq, Morocco, Tunisia, Sri Lanka, India, France, and the UK.
- *Security Clearance*: (b)(6)
- *References*: Available upon request.

BRODI KEMP

(b)(6)

(b)(6)

EDUCATION

Harvard University | Cambridge, MA

Ph.D. in Political Science, expected May 2011.

A.M. in Political Science, June 2007. GPA: 3.70

Dissertation: *The Problem of Accountability in International Development NGOs*

Yale Law School | New Haven, CT

J.D., May 2004.

University of California, Berkeley | Berkeley, CA

B.A. *with honors* in Political Science, May 2001. GPA: 3.75

Phi Beta Kappa, Distinction in General Scholarship, Distinction for High Undergraduate GPA

University of Paris, Sorbonne | Paris, France

Completed intensive in-country course to attain conversational proficiency in French language, 1999-2000.

WORK EXPERIENCE

United States Navy Reserve | Office of Naval Intelligence | Newport, RI

Sept 2008 – Present

Intelligence Officer

- Research, author and present briefs on the impact of international affairs on U.S. foreign relations and security concerns in East Asia for the Naval War College Korea Detachment.
- Researched and analyzed legal and ethical questions arising from the operational and tactical employment of unmanned systems in the U.S. Armed Forces for the Chief of Naval Operations Strategic Studies Group.
- Successfully completed more than 400 hours of all-source intelligence analysis training.

Harvard University | Department of Government | Cambridge, MA

June 2006 - Present

Doctoral Researcher and Teaching Fellow

- Designed and executed book length thesis project on the problem of accountability in international development nongovernmental organizations (NGOs).
- Developed unique analytical model of accountability, analyzed and assessed U.S. and developing country NGO policies and recommended policy changes based on my analysis.
- Authored multiple winning grant proposals securing more than \$60,000 in funding to support my research.
- Designed and taught advanced political science course examining immigration, foreign assistance, economic development, global public health issues, structures of global governance, international organizations, nationalism and human rights. Led weekly two-hour seminars, supervised research papers.

Law Preview, LLC | Plymouth, MA

June 2006 – Aug 2010

Lecturer

- Lectured for 200+ hours and administered law school preparatory course in New York, Atlanta, Miami, Chicago, Boston, San Francisco, Fort Worth and Philadelphia for 90-120 students at each session.

Harvard University Cycling Association | Cambridge, MA

Sept 2007 – Aug 2009

President and Director of Sponsorship

- Managed \$45,000 / year budget for the Harvard Cycling Team, oversaw sponsorship, team transportation and race logistics and several community-based initiatives that included hundreds of local cyclists.

- Solicited and negotiated sponsorship agreements securing \$42,000 in financial and in-kind support from corporate sponsors. Established endowment with initial capitalization of \$25,000.

Harvard University | Bok Center for Teaching and Learning | Cambridge, MA

Sept 2006 – June 2008

Lead Teaching Fellow

- Created, developed and administered program for Teaching Fellow Professional Development. Led a series of in-house training retreats, recruited senior faculty, developed and implemented writing program and authored sixty-page guide on writing in government. Authored multiple winning grant proposals securing over \$28,000 to support program improvements.
- Received public accolade from senior University administrators and for outstanding contribution to undergraduate teaching, teaching fellow training and professional development programs in the Department.

Venture Law Group | Menlo Park, CA

June 2003 – Aug 2003

Baach, Robinson & Lewis | Washington DC

June 2002 – Aug 2002

Summer Law Associate

- Researched and authored an outline discussing pertinent issues in stock option litigation, drafted documents and conducted due diligence for private equity financings, attended board meetings, participated in client conferences and full-day negotiation training.
- Researched and authored memoranda on insurance coverage in toxic tort litigation, authored a discussion paper on private initiatives in environmental management.

PUBLICATIONS

“Copyright’s Digital Reformulation,” *Yale Journal of Law and Technology*, 5, 141-153 (2003), reprinted in How Revolutionary was the Revolution? National Responses, Market Transitions, and Global Technology in the Digital Era (Stanford Univ. Press: 2006), 379-390.

- Evaluates implications of emerging digital technologies for intellectual property law and policy. Projects impact of recent changes to relevant international treaties, agreements, U.S. intellectual property law and policy.

Book review of Gillian Brock, *Global Justice* (New York: Oxford University Press, 2009), *Ethics*, 120(1), 150- 156 (2009).

- Addresses political and ethical problems raised by globalization including: protection of human rights, crises in global public health and issues raised by global emigration patterns.

SELECTED HONORS & AWARDS

Graduate School of Arts & Sciences Dissertation Completion Fellowship | Harvard University

Sept 2010 - June 2011

Certificate of Distinction in Teaching | Harvard University

2008, 2009, 2010

Edmond J. Safra Center for Ethics Graduate Fellowship | Harvard University

Sept 2008 – June 2009

Olin Center for Law, Economics and Public Policy Fellow | Yale Law School

Sept 2002 – May 2003

LICENSES & CERTIFICATIONS

Security Clearance:



Bar Admission: The Commonwealth of Massachusetts, October 2005.

Military Qualifications

- Information Dominance Warfare Officer Qualification, U.S. Navy, December 2010.
- Naval Intelligence Officer Basic Course, January 2009 – June 2010 (336 hours).
- Direct Commission Officer School, January 2009 (160 hours).

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

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

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

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

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

(b)(6)

BIOGRAPHY FOR ELIZABETH L. KING

Elizabeth King is the Counsel and Senior Policy Advisor for Defense, Foreign Affairs, and Veterans for Senator Jack Reed (D-RI). For the past twelve years, Ms. King has been Senator Reed's primary liaison to the Senate Armed Services Committee and the Senate Appropriations Committee in the areas of defense, military construction, veterans and foreign operations. Ms. King has traveled with Senator Reed and other Members of Congress to Iraq, Afghanistan, Pakistan, China, Korea, Colombia and East Timor.

Before joining the staff of Senator Reed, Ms. King was the Legislative Director for Representative Marty Meehan (D-MA), a member of the House Armed Services Committee. She was also a counsel on the 1995 Defense Base Closing and Realignment Commission.

Ms. King was born and raised in [REDACTED] (b)(6). She received a Bachelor of Arts, *cum laude*, in American history and international relations from the University of Pennsylvania in 1987 and a Juris Doctor from Georgetown University Law Center in 1993. She is a member of the International Institute of Strategic Studies.

ZVIKA KRIEGER

(b)(6)

EDUCATION

Yale University

Bachelor of Arts in Political Science, *cum laude*

Thesis: "Beyond the Rubber Stamp: Reevaluating Parliaments in the Arab World"

American University in Cairo

Advanced Arabic Language Institute, Level 4

Languages: Arabic – Proficient (5 years of coursework); Hebrew – Advanced

FOREIGN POLICY

S. Daniel Abraham Center for Middle East Peace

Senior Vice President (Washington, DC, 2010-present)

- Policy advising to White House, State Department, and Capitol Hill
- Speechwriting for Congressman Robert Wexler
- Frequent trips to the Middle East to meet with senior officials
- Extensive research on final-status issues of Israeli-Palestinian conflict and security parameters of possible agreement
- Lectures and briefings to organizations, think tanks, conferences, and media outlets

Obama for America/Democratic National Committee

Policy Consultant (Washington, DC, 2011-present)

- Speechwriting for foreign policy surrogates
- Write policy papers on administration's foreign policy record
- Participate in campaign working group and weekly conference call on Middle East issues
- Consult on strategy for messaging and outreach

House Foreign Affairs Committee

Speechwriter/Researcher (Washington, DC 2004)

- Wrote speeches and statements for subcommittee chair
- Organized hearings and briefings

JOURNALISM

The Atlantic

Contributing Editor (Washington, DC, September 2012-present)

Foreign Policy Correspondent (February 2012-present)

- Write regular column focusing on foreign policy and international affairs
- Oversee all Middle East coverage, including editing articles and recruiting writers
- Editor of "Is Peace Possible?" special report

The New Republic

Online Editor (Washington, DC, 2009); Deputy Editor/Online (2008)

- Responsible for digital strategy and all editorial content on TNR's award-winning website (up to 8 million views per month), including commissioning and editing articles
- Regular contributor of feature articles to print edition of magazine, focusing on foreign policy and international affairs

Newsweek

Correspondent (Middle East, 2006-2008)

Reporter (New York, NY, 2006)

- Wrote over 40 articles from countries including Iraq, Saudi Arabia, Egypt, Lebanon, UAE, Qatar, Kuwait, Bahrain, Jordan, France, Sri Lanka, Japan, and Korea, including four cover stories

Other Print Journalism

- Articles in the *Wall Street Journal*; *Guardian*; *Slate*; *New York magazine*; *Arab Reform Bulletin*; *Chronicle of Higher Education*; *Christian Science Monitor*; *National Post* (Canada); *Beirut Daily Star*; *Cairo Magazine*, *Jerusalem Post*; and various other publications

Broadcast Journalism

- Foreign Policy Analyst for NBC News, CNN, Fox News, National Public Radio (NPR), Public Broadcasting Service (PBS), Air America, and various other outlets.

FELLOWSHIPS

Aspen Institute Socrates Society (2012)

Next Generation Salon, Saban Center for Middle East Policy at the Brookings Institution (2011-present)

Security Fellow, Truman National Security Project (2008-present)

Parker Huang Research Fellowship (2006) for research in Lebanon on religion in politics

Robert C. Bates International Research Fellowship (2005) for research in Jordan on Jordanian parliamentary politics, with emphasis on the Islamic Action Front Party

Olin Foundation\International Security Studies Travel Research Fellowship (2005) for research in Egypt on the Egyptian Muslim Brotherhood and democratic reform movements

Council for South Asian Studies Research Fellowship (2004) for research in Bombay and Kashmir on the role of religion in contemporary Indian politics

Israel Studies Research Grant (2003) for research in Palestinian territories on refugee camps

AWARDS

Overseas Press Club Award

Scripps Howard Foundation's Roy W. Howard International Reporting Award

The MacMillan Center for International and Area Studies' William J. Foltz Award for International Journalism

Henry P. Wright Prize for journalistic and non-fiction writing

John Hersey Prize for body of journalistic work

Investigative Reporters and Editors Special Award for Outstanding Journalism in Investigative Health

Gold Award for Best Website, *The New Republic*, Folio Awards

Jonathan Simon Lachman

(b)(6)

EDUCATION

HARVARD KENNEDY SCHOOL

Cambridge, MA

Master of Public Policy, 2007

Activities: Copy Editor, *The Citizen*; Member, KSG Democrats; Member, KSG Soccer Club

PRINCETON UNIVERSITY

Princeton, NJ

A.B. History, 2001

Activities: World Tour Manager, Princeton Tigertones a *cappella* group; Member, Glee Club and Chamber Choir; Latin Tutor, Rockefeller College

PROFESSIONAL EXPERIENCE

**CONGRESSIONAL COMMISSION ON THE STRATEGIC POSTURE OF
THE UNITED STATES**

Washington, DC

Sept. 2008—Present

Asst. to [redacted] (b)(6) *National Security Strategy and Policies Expert Working Group*

- Develop briefing charts for Expert Working Group presentations to the Commission.
- Brief Expert Working Group members on Commission meetings.
- Provide logistical support to Expert Working Group.

PUBLIC FINANCIAL MANAGEMENT

Philadelphia, PA

Consultant, Strategic Consulting Group

Aug. 2007 – Present

- Provide operational and budgetary guidance to state and municipal governments.
- Lead consultant for operational assessment of City of Wilmington's (DE) Transportation Division and review of contracting practices for the City of Long Beach's (CA) Public Works Department.
- Conducted operational assessment of five divisions within the State of Nebraska's Department of Administrative Services.
- Supported consolidation analysis of Nassau County (NY) Parks, Roads, and School Business functions.
- Analyzed fiscal impact of the State of New York's budget cuts on county-administered programs.
- Assisted Pennsylvania's Department of Public Welfare in the development of a Title IV-E invoicing system for Philadelphia's Department of Human Services.

PREVENTIVE DEFENSE PROJECT

Cambridge, MA

Research Assistant to [redacted] (b)(6)

May 2006 – July 2007

- Drafted memoranda on domestic nuclear emergency preparedness, the future of nuclear proliferation, the Indo-US nuclear deal, Iranian-US relations, and North Korea's nuclear program.
- Researched, edited, and fact-checked short articles and publications by [redacted] (b)(6) that appeared in *The New York Times*, *Time*, *Foreign Affairs*, and the *Washington Quarterly*.
- Briefed [redacted] (b)(6) in advance of Senate Foreign Relations Committee hearing, "Responding to Nuclear Ambitions: Next Steps" (September 19, 2006), and television appearances on *Meet the Press* and *Fox News*.
- Conducted literature review and provided logistical support for Preventive Defense Project WMD Workshops: "The Day After: Action Taken in the 24 Hours Following a Nuclear Blast in a U.S. City," and "Heading Off a Nuclear Cascade."

U.S. DEPARTMENT OF HOMELAND SECURITY

Washington, DC

Intern, Office of the Secretary and Executive Management, Chief of Staff

Summer 2006

- Provided research support to address DHS high-risk areas identified by GAO.
- Assisted Program Analysis and Evaluation (PA&E) staff with preparation of FY08-12 Resource Allocation Decisions (RADs).

BROADMOOR IMPROVEMENT ASSOCIATION

New Orleans, LA

Volunteer Consultant, Katrina Relief Project

Spring 2006

- Assisted Broadmoor residents in neighborhood recovery and re-population efforts.

LIZ ROBBINS ASSOCIATES

Washington, DC

Legislative Assistant, Governmental Affairs

Sept. 2002 – May 2005

- Coordinated and implemented legislative strategies for a diverse corporate and non-profit clientele.
- Developed client position papers, drafted congressional leave-behind materials, identified appropriations funding sources, tracked federal legislation, and covered Senate and House committee hearings.
- Supervised two junior staff members and managed day-to-day operations of firm's Washington office.

SPIRER & GOLDBERG, P.C.

Washington, DC

Paralegal

Sept. 2001 – June 2002

- Conducted legal research for the firm's intellectual property and corporate departments.

CAMPAIGN ACTIVITIES

OBAMA FOR AMERICA

Deerfield, NH

Canvasser

Philadelphia, PA

- Canvassed for Senator Obama in Deerfield, NH and Philadelphia, PA before the New Hampshire and Pennsylvania primaries and in Philadelphia, PA before the general election.

LANGUAGES & SKILLS

Languages: French (reading proficient); Latin (advanced)

Computer skills: Excel (intermediate-advanced); Powerpoint; Visio

JONATHAN LIPPMAN LEE

(b)(6)

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EXPERIENCE

U.S. DEPARTMENT OF DEFENSE, OFFICE OF GENERAL COUNSEL, Washington, DC

Special Counsel to the General Counsel

March 2009-present

Advise DoD General Counsel on various legal and policy issues. Work extensively with military personnel of all ranks, including senior general and flag officers. Received "Award for Excellence" for DoD civilians.

Don't Ask, Don't Tell: Served as DoD General Counsel's lead staffer on all "Don't Ask, Don't Tell" matters, including the 9-month, 68-person working group that produced the *Report of the Comprehensive Review of the Issues Associated with a Repeal of "Don't Ask, Don't Tell."*

- Drafted and edited large portions of the working group's report and accompanying implementation plan, the March 2010 revisions to "Don't Ask, Don't Tell" implementing regulations, and various DoD internal policy memoranda and Congressional correspondence from the Secretary of Defense.
- Developed legislative and media responses with Assistant Secretaries of Defense for Legislative Affairs and Public Affairs.
- Reviewed draft briefs and advised on litigation strategy in "Don't Ask, Don't Tell" litigation.

Detention Policy/Military Commissions: Managed various aspects of DoD and interagency initiatives pertaining to detention policy, Guantánamo Bay, and military commissions reform.

- Led revision and interagency coordination of the *2010 Manual for Military Commissions*, as required by the Military Commissions Act of 2009.
- Represented DoD during negotiation of the *Final Report of the Detention Policy Task Force*, mandated by Executive Order 13,493 and co-signed by the Secretary of Defense and Attorney General.
- Negotiated joint DoD-DOJ responses to Congressional questions for the record, which set forth the Administration's position on the Military Commissions Act of 2009 and other aspects of detention policy.

OBAMA FOR AMERICA & PRESIDENTIAL TRANSITION TEAM, Chicago, IL & Washington, DC

Legal assistant, Transition National Security Policy Working Group

Dec. 2008-Jan. 2009

Provided legal and policy research for national security legal adviser and executive order drafting team.

Foreign/domestic policy intern, Policy Department (National Headquarters)

June 2008-Nov. 2008

Produced campaign responses to policy questionnaires from interest groups and media organizations. Coordinated foreign policy rapid-response team for presidential debates.

CLEARY GOTTLIEB STEEN & HAMILTON, New York, NY; Hong Kong, China; Beijing, China

Summer legal associate

May 2007-Aug. 2007

Assisted with international acquisitions and litigation in New York and China offices of international law firm.

OFFICE OF THE U.S. TRADE REPRESENTATIVE, Washington, DC

WTO and Multilateral Affairs intern

June 2006-Aug. 2006

Assisted with Doha Round of World Trade Organization negotiations, U.S.-Malaysia free-trade negotiations.

MCKINSEY & COMPANY, New York, NY

Business analyst

Oct. 2003-June 2005

Counseled corporate and non-profit clients for global management consulting firm.

EDUCATION

STANFORD LAW SCHOOL, J.D., with distinction, June 2008

Activities: *Stanford Law Review*, Senior Editor

Stanford Board of Trustees Committee on Development, Student Member

UNIVERSITY OF CAMBRIDGE, Jesus College, MPhil in Land Economy, July 2003

Honors: Departmental commendation (for top two graduates in program)

HARVARD COLLEGE, A.B., *magna cum laude*, in Social Studies, June 2002

Honors: Phi Beta Kappa

Activities: *Harvard Political Review*, Managing Editor

INTERESTS

International travel and cuisine; cooking; running; cycling; Dallas professional sports.

OTHER

Member of California Bar. Proficient in Spanish, Portuguese, and French. Some Italian and Mandarin.

(b)(6)

MARCEL J. LETTRE II

(b)(6)

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

[Redacted] (b)(6)

- **Proficiency in French.**
- **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.

[Redacted] (b)(6)

ANNIE WUERTH LIEBERMAN

(b)(6)

PROFESSIONAL EXPERIENCE

VITAL VOICES GLOBAL PARTNERSHIP

Director of Development and Engagement

June 2009-Present

- Direct the Development and Engagement Department for Vital Voices Global Partnership: a non-profit organization that trains and empowers women leaders around the world.
- Identify, cultivate, and steward relationships with high net worth donors and grassroots individual supporters.
- Manage the planning, coordination, and execution of the Vital Voices Global Leadership Awards; an annual fundraising gala responsible for raising \$1.6 million on behalf of the organization in 2011.
- Oversee all Vital Voices special events throughout the United States and around the world including regional and global summits, speaking engagements, awards ceremonies, theatrical performances, and movie screenings.
- Manage strategic alliances with corporations, non-governmental organizations, and foreign governments.
- Design and implement volunteer outreach and engagement programs and strategies.

DEMOCRATIC NATIONAL COMMITTEE

National Finance Director, Women's Leadership Forum

February 2008-February 2009

- Directed the national women's fundraising team during the 2008 Obama Biden presidential campaign.
- Solicited and secured more than \$5 million on behalf of women in the United States.
- Planned and executed the National Women's Leadership Issues Conference; featuring President Barack Obama, First Lady Michelle Obama, Vice President Joe Biden, Dr. Jill Biden, and Oprah Winfrey.
- Developed and managed the 250 member National Women's Finance Committee.
- Oversaw all Women's Leadership Forum activities and events during the 2008 Democratic National Convention.

JOHN EDWARDS FOR PRESIDENT

Regional Finance Director, Mid-Atlantic Region

March 2007-November 2007

- Directed all fundraising outreach and activities in the mid-Atlantic region for Senator John Edwards' 2008 campaign for the Democratic presidential nomination.
- Managed all logistics for fundraising events and meetings in the mid-Atlantic region.
- Responsible for researching and identifying new donors and managing existing relationships with regional contributors.
- Solicited and secured individual contributions and managed the Edwards for President Mid-Atlantic Finance Committee.

DEMOCRATIC NATIONAL COMMITTEE

Regional Finance Director, Midwest and Northeast Regions

February 2005-March 2007

- Created and implemented strategies for major donor fundraising in the Northeastern and Midwestern United States under the DNC Chairmanship of Governor Howard Dean.
- Planned and executed all regional donor activities ranging from small events to large receptions and rallies.
- Conducted new donor development and maintained relationships with existing donors.
- Managed staff and oversaw all logistical and administrative duties associated with designated regions.

National Finance Director, Women's Leadership Forum

October 2003-February 2005

- Directed the national women's fundraising team during the 2004 Kerry Edwards presidential campaign.
- Solicited and secured approximately \$3 million on behalf of women in the United States.
- Planned and led events with Democratic presidential nominee Senator John Kerry.
- Organized and oversaw all Women's Leadership Forum events and activities at the 2004 Democratic National Convention.

Finance Associate & Deputy Director, Democratic Business Council

January 2003-October 2003

- Created new fundraising strategies and managed existing programs to engage the business community in supporting the Democratic Party.
- Planned and managed all logistics for meetings, retreats, and fundraisers with DNC Chairman Terry McAuliffe, and Democratic members of the House and Senate.

DEMOCRATIC CONGRESSIONAL CAMPAIGN COMMITTEE

Washington Finance Coordinator

August 2001-January 2003

- Assisted and provided administrative support to the Washington Finance Director.
- Acted as logistical lead and on-site contact for fundraisers and retreats with the House Democratic Leadership.

EDUCATION AND HONORS

RUTGERS COLLEGE

May 2001

- BA in History and Political Science, Honors Graduate
- Phi Beta Kappa Society, Golden Key International Honour Society, Phi Alpha Theta History Honor Society

RELEVANT WORK EXPERIENCE

- 11/09-Present **Intelligence Officer, Naval Special Warfare Development Group (NSWDG), Dam Neck, Virginia**
- Serve as active duty Navy lieutenant (O-3) responsible for a range of operational and intelligence issues
 - Deploy to AFRICOM AOR to lead small team to establish reconnaissance program for a Joint Task Force (JTF)
 - Deploy to support Operation Enduring Freedom as Deputy J2 to produce intelligence for JTF operations
 - Serve as Deputy J2 for a JTF responsible for operations in AFRICOM and CENTCOM AORs
 - Work to facilitate interagency visits and exchanges of information to NSWDG headquarters
- 1/09-Present **Chief of Staff, National Security Council, Washington, DC (currently on leave)**
- Managed 200+ National Security Staff members and coordinated operations of National Security Council
 - Helped advise National Security Council (NSC) and White House leadership on foreign policy/defense issues
 - Drafted and edited papers, memoranda, and other documents for consideration by President and NSC members
 - Facilitated Presidential travel overseas as well as visits by foreign heads of state/government to White House
- 8/08-1/09 **Deputy Director for Foreign Policy, Obama-Biden Transition Project, Washington, DC (Promoted from Foreign Policy Adviser, Obama for America, Chicago, IL – 11/08)**
- Assisted in formation of key foreign policy aspects (personnel, organization, policies) of the Obama Administration
 - Helped to formulate initial foreign policy agenda for first several months of Obama Administration
 - Served in similar capacity for Obama For America; helped manage of all foreign policy aspects for campaign
 - Traveled with candidate to virtually all campaign stop to provide advice on late-breaking foreign policy issues
- 9/07-6/08 **Intelligence Officer, SEAL Team One, Task Unit Al Asad, Anbar Province, Iraq**
- Served as top intelligence officer for Naval Special Warfare (SEAL) Task Unit in western Anbar Province, Iraq
 - Advised Task Unit Commander on all intelligence issues in the Task Unit area of operations
 - Managed staff of 15+ individuals to develop intelligence for direct action and counter-insurgency operations
 - Lead Task Unit efforts in civil affairs projects, information operations, and tribal engagement efforts
- 4/05-8/08 **Foreign Policy Adviser, Senator Barack Obama, Foreign Relations Committee, Washington, DC**
- Served as top foreign policy staff member for Senate Obama and representative to Foreign Relations Committee
 - Worked to enact key pieces of legislation, handled Committee work, and helped write all foreign policy speeches
 - Planned and helped execute all of Senator Obama's foreign travel, including Africa, the Middle East and Russia
 - Took leave of absence to mobilize to active duty in order to deploy in support of Operation Iraqi Freedom
- 8/00-4/05 **Professional Staff Member, U.S. Senate Committee on Appropriations, Washington, DC**
- Served as Principal Deputy to Staff Director for State-Foreign Operations Appropriations Subcommittee
 - Advised Subcommittee Chairman (Senator Leahy) on decisions concerning annual \$30 billion appropriations bill
 - Assisted in drafting a range of legislative provisions that accompanied annual appropriations bill
 - Organized Committee hearings, drafted statements and speeches for Senator Leahy, and traveled with Senator
- 1/99-8/00 **Policy Adviser, Senator Tom Daschle, Democratic Policy Committee, Washington, DC**
- Responsible for Defense, Foreign Policy, and Intelligence issues for Senate Democratic Policy Committee
 - Helped draft legislation, conduct analysis of issues and legislation, and organize outside expert advice to Senators
 - Assisted in organizing events (policy luncheons, retreats, and seminars) for Democratic Senators
- 9/92-9/93 **Law Clerk, Legal Services Corporations of Cincinnati, Cincinnati, Ohio**
- Served as law clerk for lawsuit against U.S. Department of Housing and Urban Development (HUD)
 - Responsible for reporting to Federal Magistrate on number of individuals overcharged rent by HUD
 - Helped to investigate and document complaints by low-income housing tenants of malfeasance by landlords

EDUCATION

Stanford University , Stanford, California. Master of Arts, International Policy Studies	GPA (3.9/4.0)	6/97-1/98
Stanford University , Stanford, California. Bachelor of Arts, Political Science	GPA (3.9/4.0)	9/93-6/97
Beijing University , Beijing, China. Mandarin Chinese Language Studies	GPA (N/A)	7/97-9/97
University of Chicago , Chicago, IL. General Coursework	GPA 3.7/4.0	10/91-6/92

AWARDS, QUALIFICATIONS

Phil Beta Kappa, Stanford University	Graduated With Distinction, Stanford University
Bronze Star Medal (for service in Iraq)	Joint Commendation Medal (for service in Afghanistan)
Navy Achievement Medal	Expert Qualification, U.S. Navy Pistol and Rifle
Certification, Combat Skills Course (3x)	Information Dominance Officer, U.S. Navy Warfare Qualification
	Graduate, U.S. Army Basic Airborne School (Jump Wings)

OTHER INTERESTS AND ACTIVITIES:

Varsity Baseball, University of Chicago	Term Member, Council on Foreign Relations (2004-2009)
Avid Runner, Boxer, Crossfit	Member, Capitol Hill Navy Wardroom

COURTNEY A. LITTIG

(b)(6)

THE OFFICE OF CONGRESSMAN DAVID WU, WASHINGTON, DC

Special Assistant, March 2011 – present

- Develop plans for implementation of new legislative and communications programs, and provide policy guidance to Member and Chief of Staff regarding targeted media communications.
- Evaluate the impact and effectiveness of strategic communication plans to advise Member and Chief of Staff for long-term planning.
- Serve as principal advisor to the Member and Chief of Staff on all administrative management matters associated with office operations.
- Review, direct, and coordinate Member's congressional, campaign, and personal schedules to ensure legislative and campaign priorities are addressed.
- Develop policy statements and assemble data for Member to present or respond to issues raised by agency executives, private sector, stakeholder constituencies, and state and local officials.
- Participate in discussions and senior staff meetings concerning long-range planning, operations management, and legislative strategy.

HOUSE PERMANENT SELECT COMMITTEE ON INTELLIGENCE, WASHINGTON, DC

Democratic Transition Press Secretary, January 2011 – March 2011

Majority Communications Director and Spokesman, May 2008 – January 2011

- Acted as lead spokesman for Chairman Reyes on national security and intelligence press.
- Implemented first Committee outreach program to coordinate with Majority personal office press secretaries.
- Created talking points, statements, op-eds, speeches, and releases on sensitive national security and intelligence matters for Majority Member offices.
- Planned and executed all Committee press conferences, roundtables, and interviews for Majority Members.
- Supported General Counsel in implementation of legislative strategy for Chairman Reyes's policy priorities.
- Coordinated all House floor debate on intelligence legislation for Majority Members.
- Assisted in drafting and editing of Chairman Reyes's hearing and floor statements, Committee work plan, and authorization report and annex language.
- Facilitated message coordination with legislative and press offices in the Intelligence Community.

Chief Clerk, April 2007 – January 2011

- Managed all Committee finances and oversaw annual Committee operating budget of over \$5 million.
- Edited, revised, and filed all Committee bills and reports for legislative action.
- Coordinated all Committee legislative undertakings with House legislative operations office.
- Ensured transparency and auditability of all Committee public reporting requirements.
- Oversaw logistics of all open, closed, and joint Committee events, as well as mark-up and conference.
- Hired, supervised, tasked, and counseled three staff assistants and three security personnel.

THE OFFICE OF CONGRESSMAN GENE TAYLOR, WASHINGTON, DC

Legislative Director, June 2006 – April 2007

- Managed Member's legislative portfolio, including appropriations, transportation, agriculture, and trade.
- Developed and led legislative strategy for Member priorities in consultation with Chief of Staff and Policy Director.
- Prepared Member's daily briefing materials for floor debate and committee hearings.
- Represented Member in meetings with state and local officials, military leadership, and key constituencies.

Communications Director and Legislative Assistant, April 1999 – April 2007

- Developed and implemented press strategy and outreach plan for House Armed Services Seapower Subcommittee.
- Increased Member presence in national television and major newspaper outlets, as well as cultivated relationships with defense trade media.
- Coordinated Member's strategic message on shipbuilding priorities with other Member offices, authorizing and appropriations committee staff, officials within Department of Defense, shipbuilding constituencies, associations, and trade groups.
- Led efforts of Katrina Task Force to draft, collate, and publish "Katrina and Beyond" report.
- Planned and advanced nationally-televised town hall meeting on Katrina recovery.
- Pitched "Wind versus Water" insurance story resulting in national news coverage by broadcast outlets.
- Analyzed, tracked, and briefed Member on legislative status, agency rulemaking, and executive actions on various portfolio issues.

ELIZABETH DREW, AUTHOR AND COMMENTATOR, WASHINGTON, DC

Research and Personal Assistant, April 1998 – April 1999

- Researched background and legislation for *The Corruption of American Politics: What Went Wrong and Why*.
- Fact-checked, revised and edited drafts, publisher galleys, and opinion pieces.

THE OFFICE OF CONGRESSMAN HERBERT H. BATEMAN, WASHINGTON, DC

Press Assistant and Systems Administrator, May 1996 – April 1998

- Prepared daily news clips and maintained media database and local press contacts.
- Managed constituent database and legislative correspondence.

Education

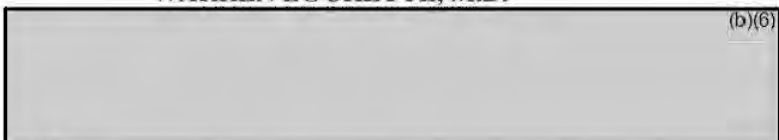
THE COLLEGE OF WILLIAM AND MARY, WILLIAMSBURG, VA
Bachelor of Arts, *cum laude*, 1996
Major: Government
Minor: French Language and Literature

MCGILL UNIVERSITY, MONTREAL, QUEBEC, CANADA
Semester Abroad, Quebecois Immersion Program, Spring 1995



WARREN LOCKETTE, M.D.

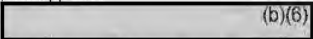

Home Address:



Professional Appointments

- 1984-1986 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
- 1996-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
- 1999-2000 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 Investigation 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, US 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
- 2000 U.S. Navy Hyperbaric Medical Officer (R&T 00-10); 
-  Joint Special Operations Medical Officer Orientation Course (2000410); Management of Casualties, U.S. Army Medical Command (6H-F26)
- 2006 Community Management of Emerging Infectious Diseases, UCSD 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, international 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 Athletic 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.
4. Lockette, W.E., Webb, R.C., Culp, B.R., & Pitt, B. (1982) Vascular reactivity and high dietary eicosapentaenoic acid. *Prostaglandins*, 24(5), 631-639.
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.
6. Lockette, W.E., Otsuka, Y., Carretero, O.A. (1986) Loss of endothelium dependent relaxation in hypertension. *Hypertension*, 8(6), II61-II66.
7. Lockette, W.E., McCurdy, R., Smith, S., & Carretero, O.A. (1987) Changes in human platelet alpha-2 adrenergic receptors with physical training. *Med Science Sports Exercise*, 19(1), 7-10.
8. Lockette, W., Brennaman, B., & Otsuka, Y. (1987) Phorbol esters and vascular reactivity.

Hypertension, 9(Suppl III), 91-95.

9. Lockette, W.E., Otsuka, Y., & Hirt, E. (1987) Mechanisms of altered vascular reactivity in hyperthyroidism. *Agents Actions Vasodepressor Hormones*, 22, 125-132.
10. Otsuka, Y., DiPiero, A., Brennaman, B., Hirt, E., & Lockette, W.E. (1988) Vascular relaxation and cyclic guanosine monophosphate in hypertension. *Am J Physiol* 254 (*Heart Circ Physiol* 23), H163-H169.
11. Steigerwalt, S., McCurdy, R., Smith, S., & Lockette, W. (1988) The sympathetic nervous system in cyclosporin in induced hypertension. *Transplantation* XX, 3(Suppl 3), 341-345.
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), 11865-869.
13. Farrow, S., Mers, A., Steigerwalt, S., Sowers, J., Banta, G., & Lockette, W. (1990) The effect of the alpha-2 adrenergic antagonist yohimbine on orthostatic tolerance. *Hypertension*, 15(2), 877-880.
14. Lockette, W., & Brennaman, B. (1990) The effect of atrial natriuretic factor on capillary permeability. *Aviation Space Environ Med*, 61(12), 1121-1124.
15. Zemcl, 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.
17. Farrow, S., Banta, G., Schallhom, S., May, R., Mers, A., Cadaret, L., Rydstedt, L., & Lockette, W. (1992) Vasopressin inhibits diuresis induced by water immersion in humans. *J Appl Physiol*, 73(3), 932-936.
18. Duru, K., Farrow, S., Wang, J., Lockette, W., & Kurtz, T. (1994) The frequency of a deletion polymorphism in the gene for angiotensin converting enzyme is increased in African Americans with hypertension. *Am J Hypertens*, 7, 759-762.
19. Lockette, W., Ghosh, S., Farrow, S., MacKenzie, S., Baker, S., Kurtz, T., & Farrow, S. (1995) Genetic polymorphism of the alpha-2 receptor and hypertension in Blacks. *Am J Hypertens*, 8, 390-394.
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.
21. Farrow, S., Mahayni, A., Banta, G., Sowers, J., & Lockette, W. (1996) The effect of metoclopramide and adrenocorticotrophic hormone on atriopeptin-induced natriuresis in man. *Aviat Space Environ Med*, 67(3), 248-252.
22. Lockette, W., Kirkland, K., & Farrow, S. (1996) Alpha-2 adrenergic receptor agonists increase cellular lactate efflux. *Hypertension*, 27, 1104-1107.
23. Spalding, A., Vaitkevicius, H., Dill, S., Schmaier, A., & Lockette, W. (1998) Mechanism of epinephrine-induced platelet aggregation. *Hypertension*, 31, 603-607.
24. Gould, C., DiPiero, A., Lockette, W., Webb, R.C., & Charpie, J.R. (1999) Cyclic GMP-dependent mechanisms of nitric oxide-induced vasodilation. *General Pharmacology*, 32(1), 51-55.
25. MacKenzie, S., Vaitkevicius, H., & Lockette, W. (2001) Sequencing and characterization of the human thiazide-sensitive Na/Cl cotransporter gene promoter. *Biochem Biophys Res Commun*, 282(4), 991-1000.
26. Vaitkevicius, H., Witt, R., Maasdam, M., Walters, K., Gould, M., MacKenzie, S., Farrow, S., & Lockette, W. (2002) Ethnic differences in titratable acid excretion and bone mineralization. *Med Sci Sports Exercise*, 34(2), 295-302.
27. Vaitkevicius, H., Turner, I., Spalding, A., & Lockette, W. (2002) Chloride increases adrenergic receptor-mediated platelet and vascular responses. *Am J Hypertension*, 15(6), 492-498.
28. Fox, W.C., Hall, C., Hall, E., & Lockette, W. (2003) Cardiovascular baroreceptors mediate susceptibility to hypothermia in man. *Aviat Space Environ Med*, 74, 132-137.
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.
30. Finley, J.C., O'Leary, M.J., Wester, D., MacKenzie, S., Shepard, N., Farrow, S., & Lockette, W. (2003) A genetic polymorphism of the alpha-2 adrenergic receptor increases autonomic responses to stress. *J Appl Physiol*, 96, 2231-2239 (available online 10.1152/jappphysiol.00527.2003).

31. Fox, W.C., Watson, R., & Lockette, W. (2006) Hypoxemia increases cardiovascular baroreceptor sensitivity in humans. *Am J Hypertension*, 19(9), 958-963
32. Wisbach, G., Tobias, S., Woodman, R., Spalding, A., & Lockette, W. (2007) Preserving cardiac output with beta-adrenergic receptor blockade and inhibiting the Bezold-Jarisch reflex during resuscitation from hemorrhage. *J Trauma*, 63(1), 26-32
33. Park, C., Stafford, C., & Lockette, W. (2008) Airway methacholine sensitivity correlates with sweat secretion in humans. *Chest* 134(3):552-558
34. Woodman, R., & Lockette, W. (2008) Alpha-methyltyrosine inhibits formation of reactive oxygen species and diminishes apoptosis in PC12 cells. *Brain Research* (2009) in press [Epub 10.1016/j.brainres.2009.07.084 3Sep2009]
35. Spalding, A., Kernan, J., & Lockette, W. (2009) Metabolic syndrome: A modern plague spread by modern technology. *J Clin Hypert* (accepted) [Epub doi: 10.1111/j.1751-7176.2009.00191.x]
36. Watson, R., Woodman, R., & Lockette, W. Ephedra alkaloids inhibit platelet aggregation. *Blood Coagulation Fibrino* (in press, DOI:10.1097/MBC.0b013e328337b39f)
37. Noorhasen, M., Clark, J., & Lockette, W. Alpha-2 adrenergic receptor (A2AR)-mediated platelet aggregation is potentiated in the cold. Submitted, *Aviat Space Environ Med* (submitted)
38. Clark, J., Frauman, R., Woodman, R., Vaitkevicius, H., & Lockette, W. A model of carbonic anhydrase-dependent anion exchange in platelets. *World Acad Sci Eng Tech* (submitted)
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 Physio*, (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.
2. Healy, B., DeCampi, W., Robbins, F., & Lockette, W. (1988) Biomedical research. In: *Exploring the Living Universe--A Strategy for Space Life Sciences*. NASA Life Sciences Strategies Planning Study Committee, NASA Publications, Washington, D.C.
3. Farrow, S., Lockette, W., & Sowers, J. (1993) Catecholamines in Critical Care Medicine. In: *Textbook of Critical Care Medicine*, (J. Carlsson, M. Geheb, Eds.), Saunders and Company, 1318-1327.
4. Rydstedt, L., Sowers, J., & Lockette, W. (1993) Hypertension Emergencies. In: *Textbook of Critical Care Medicine*, (J. Carlsson, M. Geheb, Eds.), Saunders and Company, 1327-1334.
5. Lockette, W. (1995) Controversy in the pharmacologic treatment of hypertension in African Americans. *J Assoc Acad Minority Phys*, 6, 125-129.
6. Fox, W.C., & Lockette, W. (2003) Unexplained syncope and death during intense physical training: Evolving role of molecular genetics. *Aviat Space Environ Med*, 74, 1223-1230.
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.
2. Lockette, W.E., Webb, R.C., & Bohr, D.F. (1978) Na-K ATPase in vascular smooth muscle from DOCA hypertensive pigs. *The Physiologist*, 21, 72.
3. Lockette, W.E., Webb, R.C., & Bohr, D.F. (1978) An antihypertensive role for prostaglandins. *Clin Res* 26, 937A.
4. Lockette, W.E., Webb, R.C., & Bohr, D.F. (1981) A change in responsiveness to sodium arachidonate in aortae from deoxycorticosterone acetate (DOCA) hypertensive rats. *The Physiologist*, 24(5), 5.

5. Lockette, W.E., Otsuka, Y., & Carretero, O.A. (Sept 1985) Loss of endothelium dependent relaxation in hypertension. International Council for High Blood Pressure Research, *Hypertension*.
6. Otsuka, Y., DiPiero, A., & Lockette, W. (1986) Vascular relaxation and cyclic nucleotides in hypertension. *Fed Proc*, 45(3),299A.
7. Lockette, W., McCurdy, R., Smith, S., & Mers, A. (1986) Endurance training and human alpha-2 adrenergic receptors on platelets. *Med Science Sports Exercise*, 18(2):S58-59A.
8. Lockette, W. (1986) Pressure and flow influences of vascular reactivity. *Amer Assoc Engineering Med*, Baltimore, MD.
9. Lockette, W., & Otsuka, Y. (1986) Phorbol esters, vascular tone, and cyclic guanosine monophosphate. *Hypertension*, 8, 827.
10. Otsuka, Y., Lockette, W., & Carretero, O. (1986) Vascular relaxation and cyclic nucleotides in the stroke prone spontaneously hypertensive rat. *The Physiologist*, 29(4), 129A.
11. Lockette, W., & Otsuka, Y. (1986) The endothelium in hyperthyroid induced hypertension. *International Council Hypertension Research*, Heidelberg, FRG.
12. DiPiero, A., Webb, R.C., & Lockette, W. (1987) Vascular relaxation and cGMP in chronic denervation of isolated rat tail arteries. *Fed Proc*, 46(3), 550A.
13. Steigerwalt, S., McCurdy, R., Smith, S., & Lockette, W. (1987) The sympathetic nervous system in cyclosporine associated hypertension. *Clin Res*, 35(3), 494A.
14. Lockette, W., & Shepard, N. (1987) Altered susceptibility to coriolis stress in hypertension. *Aviat Space Environ Med*, 58(5), 503A.
15. Brennaman, B., Ernst, C., & Lockette, W. (1988) Vasodilator tolerance in hypertension. *FASEB J*, 2(6).
16. Lockette, W., Brennaman, B. (1988) The effect of atrial natriuretic factor on capillary permeability and the etiology of space adaptation syndrome. *Aviat Aerospace Environ Med*, 59(5), 503A.
17. Lockette, W., McCurdy, R., Lum, H., & Banta, G. (1988) Effect of ANF and phorbol ester on the permeability of endothelial monolayers to albumin. *Annual Meeting International Aeronautics Association*.
18. Lockette, W., McCurdy, R., Butler, B. (1988) The effect of cGMP on cation fluxes in cultured vascular smooth muscle. *Hypertension*, 12(3), 351A.
19. Lesser, G., Farrow, S., Tucker, M., Steigerwalt, S., & Lockette, W. (1989) Intra-ocular pressure response to central blood volume expansion produced by head-out water immersion and its relation to atrial natriuretic factor. *Invest Ophthal Visual Sci*, 30(3), 28S.
20. Farrow, S., Mers, A., Steigerwalt, S., Sowers, J., Banta, G., & Lockette, W. (1989) The effect of the alpha-2 adrenergic antagonist yohimbine on tolerance to lower body negative pressure. *Hypertension*, 14(3), 359.
21. Zemel, M., Shehin, S., Reddy, S., Lockette, W., & Sowers, J. (1989) Increased vascular reactivity and blood pressure associated with delayed calcium efflux in Zucker obese rats. *Hypertension*, 14(3), 364.
22. Lockette, W., Farrow, S., Rydstedt, L., Mahayni, A., Imam, K., Banta, G., & Sowers, J. (1989) Effect of atrial natriuretic factor on metoclopramide stimulated aldosterone secretion in man. *Circulation*, 80(II), 493.
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.
24. Lockette, W., McCurdy, R., MacKenzie, S., & Lum, H. (1990) Effect of atrial natriuretic factor on vascular permeability and hydraulic conductivity. *Aviat Space Environ Med*, 61(5), 497B.
25. MacKenzie, S., Brouillette, J., & Lockette W. (1990) Effect of cyclic guanosine monophosphate on induction of c-fos induced by contractile agonists in vascular smooth muscle. *FASEB J*.
26. Walsh, M., Basha, B., Beamer, E., Reddy, S., Lockette, W., & Sowers, J. (1990) Endothelium does not play a major role in the relaxation responses of human umbilical arteries. *International Society of Hypertension*.
27. MacKenzie, S., & Lockette, W. (1991) Calcium-ATPase gene expression in vascular smooth muscle. *Sereno Symposium*, Keystone, Colorado.
28. Zonca, S., MacKenzie, S., & Lockette, W. (1991) Atrial natriuretic factor has no effect on capillary permeability in the brain. *Aviat Space Environ Med*, 62(5), 446.
29. Farrow, S., & Lockette, W. (1991) Effect of blood pressure on the diuresis and natriuresis induced by

- water immersion in man. *Aviat Space Environ Med*, 62(5), 447.
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.
 31. Farrow, S., & Lockette, W. (1991) Loss of alpha-2 adrenergic mediated increases in peripheral blood flow and insulin release in subjects with diabetes mellitus. *J Assoc Academic Minority Physicians*, 2(4), 187.
 32. Farrow, S., Kaschak, T., Mers, A., & Lockette, W. (1992) DDAVP inhibits the diuresis induced by immersion in cold water. *Aviat Space Environ Med*, 63(5), 426.
 33. Lockette, W., Shepard, N., Boismier, 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.
 35. Hodder, G., Shepard, N., Boismier, T., Wang, Y., Farrow, S., & Lockette, W. (1992) Vasopressin does not increase susceptibility to coriolis stress. *Aviat Space Environ Med*, 63(5), 391.
 36. Farrow, S., & Lockette, W. (1993) Genetic polymorphism of the alpha-2 adrenergic receptor is associated with essential hypertension and pregnancy-induced hypertension in Blacks. *Hypertension*, 21(4), 542.
 37. May, R., Cassidy, J., Bailey, E., Farrow, S., & Lockette, W. (1993) Yohimbine does not inhibit cold-induced vasoconstriction. *Aviat Space Environ Med*, 64(5), 423.
 38. Cassidy, J., May, R., Field, J., Farrow, S., & Lockette, W. (1993) 1-desamino-D-arginine vasopressin (DDAVP) inhibits the diuresis induced by water immersion at depth. *Aviat Space Environ Med*, 64(5), 432.
 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.
 40. Field, J., Kirkland, K., & Lockette, W. (1994) Vasopressin inhibits the increased permeability to plasma albumin induced by atrial natriuretic factor. *Aviat Space Environ Med*, 65(5), 459A.
 41. Farrow, S., Kirkland, K., & Lockette, W. (1994) Blood vessels contribute significantly to heat generation in man. *Aviat Space Environ Med*, 65(5), 472A.
 42. Farrow, S., & Lockette, W. (1994) Genetic polymorphism of the C2 alpha-2 adrenergic receptor and hyper-insulinemia in normotensive Blacks. *Hypertension*, 24(3), 401.
 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.
 44. Freeman, K., Farrow, S., & 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. *J Invest Med*, 43:Suppl 270A.
 45. Miranda, T., Frisancho, R., Farrow, S., Lockette, W., & UM Fogarty Bolivian Study Group. (1996) Genetic polymorphism of the alpha-2 adrenergic receptor and blood pressure in South American Blacks. *Amer J Hypertens*, 9(4), Suppl 1, 30A.
 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 Na^+/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.
 52. Turner, R., & Lockette, W. (1997) Characterization of alpha-2 adrenergic receptors in the peripheral

vasculature. *J Assoc Acad Minority Phys*, 8(4):XIII.

53. Vaitkevicius, H., Farrow, S., & Lockette, W. (1998) Racial differences in carbonic anhydrase esterase activity contribute to ethnic differences in H⁺ and calcium excretion in Blacks. *FASEB J*, 12(4), A507.
54. Witt, R., Vaitkevicius, H., & Lockette, W. (1999) Titratable acid excretion is diminished during exercise. *Med Sci Sports Exercise*, 31:5 supplement.
55. Vaitkevicius, H., & Lockette, W. (2000) Verification of a model to estimate anion exchanger activity in intact platelets. *FASEB J*, 14(4), A352.
56. MacKenzie, S., & Lockette, W. (2000) Effects of clonidine and palmitate on glucose-induced insulin secretion from isolated islets in chloride-free media. *FASEB J*, 14(4), A91.
57. Mahon, 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.
57. Fox, W.C., Hall, C., Hall, E., & Lockette, W. (2003) Cardiovascular baroreceptors mediate susceptibility to hypothermia in man. *Aviat Space Environ Med*, 74(4), 431A.
58. Clark, J., Farrow, S., & Lockette, W. (2003) Carbonic anhydrase and the potentiation of platelet aggregation by epinephrine. *FASEB*, 17(4), A690.
59. Fox, W.C., Watson, R., & Lockette, W. (2005) Hypoxemia increases cardiovascular baroreceptor sensitivity in humans. *Aviat Space Environ Med*.
60. Wisbach, G., Spalding, A., & Lockette, W. (2005) Modulation of Bezold-Jarisch reflex mediates the response to hemorrhagic shock. *FASEB annual meeting*.
61. McCabe, B., Woodman, R., & Lockette, W. (2005) Acetazolamide inhibits norepinephrine-induced increases in cerebrovascular reactivity. *FASEB annual meeting*.
62. Clark, J., Vaitkevicius, H., & Lockette, W. (2005) A model of carbonic anhydrase-dependent anion exchange in platelets. *FASEB annual meeting*.
63. Bramstedt, 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*.
64. Woodman, R., VanAken, J., & Lockette, W. (2006) Chlorthalidone inhibits angiotensin-induced apoptosis in vascular smooth muscle. *FASEB annual meeting*.
65. Woodman, R., & Lockette, W. (2008) Chlorthalidone inhibits platelet aggregation: Not all diuretics are alike. *American Heart Assoc Council for High Blood Pressure Res Conference*.
66. Bertucci, W., Sturdivant, E., Taller, J., Woodman, R., Romero D., Gallus, D., Peterson, T., Lockette, W. (2009). Weight loss induced by laparoscopic bariatric surgery is associated with a reduction in autonomic responsiveness. *Surg Endosc*, 23:S227A
67. Hannon M., Claussen 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:

- 31 predoctoral trainees (including undergraduates)
- 7 postdoctoral trainees
- 4 students currently/most recently being mentored:
 - 3 predoctoral
 - 1 postdoctoral



I bring political training and a diverse arsenal of technical tools to bear on complex management decisions.

WORK HISTORY

Management and Technology Consultant

Dec, 2003 – Present

Currently leading visible and contentious technology acquisition decision for Department of Veterans Affairs. Clients have included national political organizations (DNC, DSCC, DCCC), businesses (RayGroup Intl, Solutions for Progress) and local campaigns (PA Coordinated campaign, Fattah for Mayor, GoodWorks-PAC). Work has included large team management; technical innovation; and high-level consultation with national leaders.

Targeting and Modeling Lead, Obama for America

June, 2008 – Jan, 2009

Senior statistician for the Obama headquarters in Chicago. Managed multi-source data infrastructure for voter targeting and analysis. Responsible for rapid response to senior strategists for decisions on voter targeting, media buys, and turnout. Work led to on-the-ground successes in key states. Innovated and tested the persuasion model used nationally.

Chief Internet Architect, Democratic National Committee

Feb, 2001 – May, 2003

Designed and managed the national party's online fundraising systems and accompanying strategies. These systems were also used for DSCC, DCCC, and Kerry '04, resulting in the first swing to Democratic fundraising superiority in thirty years.

Chief Software Engineer,

Apr, 1999 - Nov, 2000

Director of Scientists and Engineers for Gore, Gore 2000

Built and used the first database-driven email, intranet and external web applications used in a Presidential campaign. Wrote talking points, press releases, and science policy summaries.

Early Internet Innovations

1992 - 1996

- Net.Capitol, Inc., '96-'99: co-founded early political Internet technology company
- Sen. John Kerry, D-MA, '96: set up email, website, and online fundraising systems.
- City of Cambridge, '94: first municipal website in MA.
- whitehouse.gov, '93: author on first White House website.
- Sen. Edward Kennedy, D-MA, '93: built and maintained first Senate website.
- Clinton-Gore '92: built and managed first email and Usenet campaign.

Post-Doctoral Fellow, MIT Artificial Intelligence Lab

1994 -1995

Designed advanced political Internet technology and applications (see above). Applied results of PhD Thesis in cognitive neuroscience to political campaigning. Used parameterized basis functions to build intelligent control systems for optimal routing of political and organizational communications.

Research Associate, Schlumberger Palo Alto Research Lab

1986-1987

Developed original speech processing algorithms using neural and biological models.

ACADEMICS

2000-2002

Adjunct Professor, Political Management, George Washington University

1989-1995

Massachusetts Institute of Technology, PhD in Cognitive Neuroscience

1984-1987

University of California at Berkeley, MS in Computer Science (EECS)

1980-1984

University of Illinois at Urbana-Champaign, BS in Mathematics

ERIN MARIE LOGAN

(b)(6)

EXPERIENCE

United States Senate, Committee on Foreign Relations
2009

June 1997 – January

Senior Professional Staff Member

Primary advisor to Chairman Biden on defense issues and policies, including yearly Defense Authorization, Defense Appropriations, and Military Construction Appropriations bills.

- Developed military policy initiatives and recommendations for Chairman Biden, including the following successful efforts: provided over \$22 billion for the rapid production and fielding of Mine Resistant Ambush Protected Vehicles, increased hazardous duty pay for middle and senior level enlisted aircrews, increased the Marine Security Guard Battalion by 400 marines, kept C-5 modernization funding intact, provided over \$284 million for Delaware military construction, directed over \$298 million to Delaware based military research and procurement, and prevented the closure of Delaware's Air Guard base in the 2005 Base Realignment and Closure round.
- Represented Chairman Biden in meetings with senior military and civilian defense personnel, other Administration personnel, constituents, defense contractors, and lobbyists to promote Senator Biden's priorities.
- Drafted statements and reports for the Chairman, including 2001 report on C-5 parts shortages and 2005 report to the BRAC Commission regarding faulty analysis of Delaware's Air Guard base.
- Advised the Senator and Committee on defense legislation and varied global treaties and foreign policy issues, including the Law of the Sea Treaty and the Comprehensive Test Ban Treaty.
- Provided information and assistance for Committee hearings and briefings related to defense policy.
- Observed U.S. military operations, training, and exercises to assist Senator in oversight role.
- Briefed U.S. and foreign military officers and other groups regarding Congressional operations.
- Analyzed the impact of operations in Iraq, Afghanistan, and the Balkans on U.S. defense capabilities and spending.

Presidential Transition Team

November 2008 – January 2009

Department of Veterans Affairs Agency Review Team – Congressional Outreach Lead

- Organized and coordinated consultations with key Congressional stakeholders regarding veterans issues.
- Ensured that the Office of the President Elect and the nominee for Secretary of Veterans Affairs

had a clear understanding of Congressional concerns and priorities for veterans issues.

Obama-Biden Campaign For Change – Ohio **October 9, 2008 – November 5, 2008**
Out of State Volunteer Coordinator for Region 19 & Deputy Staging Location Director

- Handled logistics for all out of state volunteers and helped assign them to Field Organizers.
- Assisted Region 19 staff in all aspects of campaign operations and Get Out the Vote effort.
- Ensured highest possible voter turnout in critical urban areas as Deputy Staging Location Director.

National Endowment for Democracy **October 1994 - August 1995**
Assistant Editor and Director's Assistant

- Wrote and researched three regular features of the *Journal of Democracy*.
- Edited manuscripts for the *Journal of Democracy*.
- Assisted in organizing international conferences for International Forum office.

EDUCATION

Air Force - Air Command & Staff College Graduate **October 1999**
Intermediate Professional Military Education Phase 1 Joint PME accreditation

Columbia University - School of International & Public Affairs **May 1997**
Master of Public Administration

Princeton University - Woodrow Wilson School of Public Policy & International Affairs **June 1993**
Bachelor of Arts

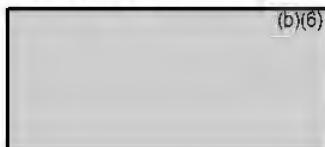
LANGUAGES

Proficiency in intermediate French (June 1993) and basic Persian (May 1997).

AWARDS

National Guard Association of the United States Patrick Henry Award recipient, September 2004
Delaware National Guard Outstanding Support Award recipient, January 2004
Jacob K. Javits Fellowship recipient, Fall 1996

Michael Lumpkin



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 corrective 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 all 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 2009 – August 2010

O'Gara 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 SEAL and Surface Warfare Officer.

SPECIFIC MILITARY ASSIGNMENTS

Congressional Liaison Officer

July 2006 – September 2007

US Special Operations Command; Washington, DC

- 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

August 2004 – July 2006

Special Boat Team TWELVE; Coronado, CA

- 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

March 2004 – August 2004

Combined Joint Special Operation Task Force; Arabian Peninsula, Iraq

- 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

February 2003 – March 2004

Naval Special Warfare Group ONE; Coronado, CA

- 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

February 2001 – February 2003

Naval Special Warfare Group ONE Training Detachment; Coronado, CA

- 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

February 1999 - February 2001

Naval Small Craft Instruction and Technical Training School; Stennis Space Center, MS

- 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 **August 1997 – February 1999**
Special Boat Unit TWELVE; Coronado, CA

- Responsible to the Commanding Officer for the daily operations of the command.

Force Protection Officer/Special Operations Forces Liaison **December 1995 – August 1997**
Commander, THIRD Fleet; Coronado, CA

- Responsible for the Force Protection Training and Readiness of THIRD Fleet.
- Developed training plans and operations to support the Fleet.

Operations Officer **September 1992 – June 1994**
Special Boat Unit TWENTY-SIX; Republic of Panama

- 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 **September 1991 – September 1992**
Naval Special Warfare Unit EIGHT; Republic of Panama

- 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 **October 1989 – September 1991**
SEAL Team FOUR; Norfolk, VA

- 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.

1st Division Officer/Auxiliaries Division Officer **June 1987 – April 1989**
US5 Vancouver (LPD-2); San Diego, CA

- Managed the personnel and equipment in both divisions at different periods.
- Served as Communications Security Officer.

EDUCATION

Master of Arts, National Security Affairs **1994 – 1995**
Naval Postgraduate School.

Bachelor of Arts, Anthropology **1982 – 1986**
University of California, San Diego, CA.

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

OTHER

Democratic Candidate for the US House of Representative (CA-52) in 2008.

Michael Lumpkin - 22 December 2010

KELLY E. MAGSAMEN

(b)(6)

Work Experience:

National Security Staff

June 2012- Present

Special Assistant to the President and Senior Director for Strategic Planning

- Provides policy planning advice and recommendations to the President, the National Security Advisor, and other NSS leadership on the full range of strategic national security issues, with a focus on long-range planning issues.
- Leads the development and drafting of the next National Security Strategy.
- Provides the advice and recommendations to NSS leadership on institutional reform issues.
- Leads interagency work on a range of issues that cut across national security policy and organizational seams, including protecting U.S. personnel overseas.
- Leads a process to improve coordination and synchronization of long-range policy planning processes of national security departments and agencies.

National Security Staff

July 2011-June 2012

Director and Senior Advisor for Middle East and North African Reform

- Provide policy guidance and recommendations to the President, the National Security Advisor, and other NSS staff on policy matters relating to Middle East and North African reform.
- Coordinate the development and implementation of U.S. government efforts to support the President's reform agenda in the Middle East and North Africa.
- Set agendas and draft discussion papers for interagency policy meetings, including Deputies Committee and Principals Committee.

National Security Staff

June 2008-July 2011

Director for Iran

- Provide policy guidance and recommendations to the President, the National Security Advisor, and other NSS staff on policy matters relating to Iran.
- Coordinate the development and implementation of U.S. policy toward Iran, drawing on the expertise of all executive branch agencies.
- Set agendas and draft discussion papers for interagency policy meetings, including Deputies Committee and Principals Committee.
- Provide the White House press spokesman with guidance, and draft White House statements and official messages as required.
- Continuously monitor a wide variety of sources of information, including diplomatic reporting, intelligence reporting, and open source materials. Provide updates as required to the President and National Security Advisor.

U.S. Department of State

March 2007-June 2008

Office of the Counselor to the Department of State

Chief of Staff/Special Assistant

- Served as the Counselor's policy and intelligence advisor, focusing on Iran, Iraq, Afghanistan, political-military, and counterinsurgency issues.
- Served as the Counselor's liaison to the Department and the interagency.
- Supervised office support staff, to include managing work assignments, writing performance evaluations and managing the office budget.
- Prepared briefing memoranda, talking points, policy papers, and travel briefs as required.

U.S. Department of State

September 2006-March 2007

U.S. Mission to the North Atlantic Treaty Organization

Political Officer/Presidential Management Fellow

- Developed and coordinated Allied and U.S. approaches to NATO civil-military planning and stability

operations.

- Conducted multilateral negotiations on behalf of U.S. economic and stability and reconstruction policy objectives at NATO.
- Coordinated interagency input and served on USNATO Summit Communiqué team for the 2006 NATO Summit in Riga.
- Prepared briefing papers, interagency guidance and policy non-papers for use by the Ambassador.

U.S. Department of State

October 2005-September 2006

Bureau of Near East Affairs, Office of Iraq Affairs

Desk Officer/Presidential Management Fellow

- Held responsibility for the portfolio on U.S. financial assistance to Iraqi Security Forces, and international assistance to the Iraq, including the International Compact for Iraq.
- Played a key role in the interagency coordination of the \$1.6 billion FY 2006 Supplemental foreign assistance request for Iraq. Received State Department Superior Honor Award for efforts.
- Supported, participated in, and conducted briefings for Congressional staff on issues concerning Iraq assistance and programs.
- Wrote briefing papers, talking points, and memoranda for senior State Department officials.
- Served as the control officer for senior U.S. officials traveling to Iraq.

Independent Researcher

August – October 2005

- Assisted in the research and editing process of The Osama bin Laden I Know by Al Qaeda expert and CNN terrorism analyst Peter Bergen.

C&O Resources, Inc.

2003- 2005

Consultant

- Conducted daily open source research on Saudi Arabia, Al Qaeda and terrorism.
- Developed speech themes on various international subjects for foreign officials/dignitaries.
- Wrote, edited and produced a bi-monthly publication highlighting business and political news in Qatar, whose recipients include top executives at multinational energy companies.

C&O Resources, Inc.

1998-2003

Information Specialist

- Managed the editorial process for company publications from the development stage to the distribution stage.
- Produced analysis on Middle Eastern and South Asian economic, political and cultural issues.

Education:

M.A., International Relations, Johns Hopkins School of Advanced International Studies (May 2005)

Concentration: Strategic Studies

B.A., International Studies, The American University (1998)

Concentration: U.S. Foreign Policy

Additional Information:

Awards/Leadership:

(b)(6)

National Security Staff Performance Award 2010.
State Department Superior Honor Awards 2011, 2009, and 2006.
State Department Meritorious Honor Award 2007.
William C. Foster Award from Johns Hopkins SAIS 2005.

Languages:

French (proficient)

ANNA ADEOLA MAKANJU

(b)(6)

EDUCATION

Stanford Law School, Stanford, CA – J.D., 2004 *with Pro Bono Distinction*

Managing Board Member/Senior Symposium Editor of the Stanford Law Review

Honors: Paul and Daisy Soros Fellowship for New Americans; Stanford Law Review President's Award; Delegate to 2004 International Academy of Achievement Summit; Stanford Fellowship in Conflict Resolution

Université de Nantes, Nantes, France – Certificate of Language and Literature, Honorable Mention, 1998

Western Washington University, Bellingham, WA – B.A., Linguistics, French, 1998

LANGUAGES

Fluent Russian, Spanish and French; proficient Portuguese; beginning Italian and Yoruba.

EXPERIENCE

Cleary Gottlieb Steen and Hamilton, LLP, New York, Moscow, Paris Summers 03 & 05; 01/07– *present*

Represented numerous foreign entities and sovereigns before domestic courts and international arbitral tribunals in matters involving public international law and complex commercial disputes. Initiated and supervised a number of *pro bono* matters, including asylum petitions, legal reform projects and civil rights litigation. SALARY (b)(6)

Obama Campaign for Change, Field Organizer, Racine, WI 7/08 – 11/08

Built and managed a team of over 300 volunteers, local leaders and activists in the community of Racine County to raise civic awareness, register voters and encourage more citizens to participate in the democratic process. These community-building efforts resulted in the formation of "Yes We Can Racine," the most organized post-election community movement in Wisconsin. This community has continued working on vital local issues and was featured on NPR, inspiring similar organizations across the United States.

Honorable Theodore McKee, U. S. Court of Appeals for the 3d Circuit, Philadelphia, PA 11/05 – 09/06

Drafted judicial opinions and bench memoranda for cases implicating questions of state and federal law.

International Criminal Tribunal for the Former Yugoslavia, The Hague, the Netherlands 2/05 – 5/05

Worked for the office of ICTY president Theodor Meron. Drafted interlocutory opinions, speeches and presentations; provided research assistance for scholarly articles.

International Criminal Court, The Hague, The Netherlands 9/04 – 2/05

Compiled and evaluated evidence in order to prepare indictments against the commanders of Uganda's Lord's Resistance Army. Drafted interpretations of articles of the Rome Statute and Regulations of the Court. Prepared presentations to be delivered by the Chief Prosecutor and assisted in arranging and preparing for meetings with international NGOs.

Professor (b)(6) Palo Alto, CA 10/03 – 05/04

Worked as a Research Assistant to (b)(6) Warren Christopher Professor of the Practice of International Law and Diplomacy. Research primarily focused on universal jurisdiction and amnesty.

Moreno Ocampo Abogados/Poder Ciudadano, Buenos Aires, Argentina Summer 2002

Researched and prepared documents for a case before the Inter-American Commission on Human Rights and assisted with a project aimed at increasing judicial independence.

MEAGEN MANNING

(b)(6)

EXPERIENCE

The Administration of Barack H. Obama June 2011 – present
Special Assistant, Office of the Secretary, Department of Homeland Security Washington, DC

- Formulate and help execute policies at the direction of the Secretary of Homeland Security to achieve strategic objectives related to homeland defense, including border security and immigration enforcement
- Lead multi-agency teams, including senior policy makers and uniformed law enforcement officers and agents, to execute priority assignments at the direction of the Secretary
- Represent the Secretary on the White House Council on Women and Girls and guide DHS policy focusing on women and girls, including the Secretary's signature agency-wide effort to combat human trafficking, issuing workforce guidance on the impact of the Violence Against Women Act and workforce development and recruitment efforts
- Draft memoranda, messaging, testimony and speeches, analyze legislative proposals, and develop recommendations for the Secretary

The Administration of Barack H. Obama March 2010 – May 2011
Deputy to the CEO, Corporation for National and Community Service Washington, DC

- Identify, oversee and implement priority initiatives on behalf of the CEO, including high-level interagency relationships, agency-wide political strategy and CEO strategic engagement
- Analyze and advise the CEO on broad internal administrative and program operations, including the development of the agency's performance measurement framework, capacity building among grantees, and advocacy efforts
- Advise the CEO on planning, development and execution of agency initiatives, policies and programs

Senator Edward M. Kennedy September 2007 – February 2010
Research Director/Assistant to the Legislative Director Washington, DC

- Monitor Senator Kennedy's legislative agenda and strategy of the Senate staff for their adherence to the Senator's stated priorities and legacy
- Develop, implement and oversee strategic legislative and crisis-management plans
- Represent the Legislative Director at all Senate Legislative Director meetings and prepare briefings for Senator Kennedy on the Senate agenda and Democratic strategy
- Serve as liaison between Legislative Director and 70+ staff to set agenda and ensure all legislation, remarks, and personal correspondence are consistent with the Senator's priorities
- Supervise legislative correspondence staff and 30+ undergraduate- and graduate-level interns

Research Assistant

- Brief Senator Kennedy on issues related to his legislative priorities and history
- Manage Senator Kennedy's personal papers, past and present, and all personal diaries and transcripts
- Liaison to the Miller Center of Public Affairs at the University of Virginia on the Edward M. Kennedy Oral History Project to create a database of interviews with Senator Kennedy, his colleagues and his friends

Foreign Policy Fellow

- Regional Specialization: Middle East, South America, western and eastern Europe
- Prepare floor statements, briefing materials and vote recommendations on foreign policy issues
- Represent Senator's views on international policy with NGOs, constituents, and embassy staff

Representative John Yarmuth April 2007 – August 2007
Legislative Fellow Washington, DC

- Draft legislation and conduct legislative research on domestic and international policy
- Prepare statements on foreign policy, agriculture, health care, tax and education issues
- Attend hearings, briefings and issue-related meetings with stakeholders, constituents and NGOs

EDUCATION

M.A. Coursework, Political Science, Concentration in International Relations December 2006
University of Louisville

B.A., International Relations December 2003
American University of Rome (from Smith College)

PERSONAL QUALIFICATIONS STATEMENT

Budget Bureau
Approved 50-R0387

1a. Kind of position (job) you are filing for (or title of examination)		b. Announcement number		7. Birth date			8. Social Security Number												
				Month Day Year			(b)(6)												
c. Options for which you wish to be considered (if listed in examination announcement)				9. If you are currently on a register of eligibles for appointment to a Federal position, give the name of the examination, the name of the office maintaining the register, the date on your notice of rating, and your rating. N. A.															
d. Primary place(s) you wish to be employed																			
2. Home telephone																			
3. Business telephone		Area Code		Number															
(b)(6)		213		EX 3-0411															
4. Name (Last) (First) (Middle) (Maiden, if any) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Miss <input type="checkbox"/> Mrs.				10. Lowest pay or grade you will accept															
Marshall, Andrew Walter																			
5. Number and street, R.D., or Post Office box number				PAY		GRADE													
(b)(6)				\$ per		OR 18													
6. City				State		11. Are you willing to travel? (Check one)													
(b)(6)				(b)(6)		NO SOME OFTEN													
						X													
13. Will you accept:				YES		NO		(C) Will you accept a job in:		YES		NO							
(A) Temporary appointment of								—Washington, D.C.?		X									
—1 month or less?						X		—any place in the United States?				X							
—1 to 4 months?						X		—outside of the United States?				X							
—4 to 12 months?								—only in (specify):											
(B) Less than full time work? (Less than 40 hours per week)				X															
14. EDUCATION																			
(A) Did you graduate from high school, or will you graduate within the next nine months?						(B) Name and location (city and State) of last high school attended													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>YES</td> <td>MONTH/YEAR</td> <td>NO</td> <td>HIGHEST GRADE COMPLETED</td> </tr> <tr> <td>X</td> <td>June, 1939</td> <td></td> <td></td> </tr> </table>						YES	MONTH/YEAR	NO	HIGHEST GRADE COMPLETED	X	June, 1939			(b)(6)					
YES	MONTH/YEAR	NO	HIGHEST GRADE COMPLETED																
X	June, 1939																		
(C) Name and location (city, State, and ZIP Code if known) of college or university. (If you expect to graduate within 9 months, give MONTH and year you expect degree.)				Dates attended		Years completed		Credits completed		Type of degree		Year of degree							
				From To		Day Night		Semester hours Quarter hours											
University of Detroit				1940 41		1													
Wayne University				1943 45		1 2													
University of Chicago				1945 49		4				AM		1949							
(D) Chief undergraduate college subjects				Credits completed		(E) Chief graduate college subjects				Credits completed									
				Semester hours Quarter hours		Economics				Semester hours Quarter hours									
						Mathematical Statistics													
(F) Major field of study at highest level of college work				Econometrics															
(G) Other schools or training (for example, trade, vocational, armed forces, or business). Give for each the name and location (city, State, and ZIP Code if known) of school; dates attended; subjects studied; certificates, and any other pertinent data.																			
Visiting Professor of Mathematical Statistics, University of Chicago 1953-54																			
15. HONORS, AWARDS, AND FELLOWSHIPS RECEIVED					16. FOREIGN LANGUAGES														
Elected to ORSA Council 1963-65					Enter foreign languages and indicate your knowledge of each by placing "X" in proper columns				Reading		Speaking		Understanding		Writing				
									Excl Good Fair		Excl Good Fair		Excl Good Fair		Excl Good Fair				
					French				X		X		X		X				
17. Special qualifications and skills (licenses; skills with machines, patents or inventions; publications—do not submit copies unless requested; public speaking; memberships in professional or scientific societies; typing or shorthand speed; etc.)																			
Member: Amer. Stat. Assoc., Institute of Math. Stat., ORSA, International Institute of Statistics, International Institute for Strategic Studies, Econometric Society																			

PLEASE BE SURE TO READ ATTACHED INSTRUCTIONS BEFORE COMPLETING ITEM 18

18. EXPERIENCE (Start with your PRESENT position and work back)						YES	NO	
May inquiry be made of your present employer regarding your character, qualifications, and record of employment?							<input checked="" type="checkbox"/>	
1	Dates of employment (month, year)		Exact title of position		If Federal service, classification series and grade			
	From <u>Jan. 1949</u> To <u>PRESENT TIME</u>		<u>Senior Research Economist</u>		<u>N. A.</u>			
Salary or earnings		Avg. hrs. per week	Place of employment	Number and kind of employees supervised	Kind of business or organization (manufacturing, accounting, insurance, etc.)			
Starting \$ <u>(b)(6)</u> per year		<u>40</u>	City: <u>Santa Monica</u>	<u>Up to 45 at one time</u>	<u>Non-Profit, Research</u>			
Present \$ <u>(b)(6)</u> per year			State: <u>Calif.</u>					
Name and title of immediate supervisor			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known)					
<u>(b)(6) Head, Economics Dept.</u>			<u>Rand Corporation, 1700 Main St. Santa Monica, Calif. 90406</u>					
Area Code and phone No. if known								
Reason for wanting to leave <u>Leaving at request of Henry Kissinger to undertake setting up of</u>								
Description of work <u>Net Assessment Group, NSC.</u>								
Comment:								
<u>Research on strategy force posture choices for Air Force continuing assistance to NSC regarding intelligence matters.</u>								
<u>Post: Director of Strategic Studies (1969-1970)</u>								
						<i>For agency use (skill codes, etc.)</i>		
2	Dates of employment (month, year)		Exact title of position		If Federal service, classification series and grade			
	From _____ To _____							
Salary or earnings		Avg. hrs. per week	Place of employment	Number and kind of employees supervised	Kind of business or organization (manufacturing, accounting, insurance, etc.)			
Starting \$ _____ per _____			City: _____					
Final \$ _____ per _____			State: _____					
Name and title of immediate supervisor			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known)					
Area Code and phone No. if known								
Reason for leaving								
Description of work								
						<i>For agency use (skill codes, etc.)</i>		
3	Dates of employment (month, year)		Exact title of position		If Federal service, classification series and grade			
	From _____ To _____							
Salary or earnings		Avg. hrs. per week	Place of employment	Number and kind of employees supervised	Kind of business or organization (manufacturing, accounting, insurance, etc.)			
Starting \$ _____ per _____			City: _____					
Final \$ _____ per _____			State: _____					
Name and title of immediate supervisor			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known)					
Area Code and phone No. if known								
Reason for leaving								
Description of work								
						<i>For agency use (skill codes, etc.)</i>		

ATTACH SUPPLEMENTAL SHEETS OR FORMS HERE

Answer all questions correctly and fully

19. If you have ever been employed by the Federal government as a civilian, give your last: <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%;">Grade</td> <td style="width:50%;">Job Title</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>	Grade	Job Title			20. Birth place City: (b)(6) State (or Foreign Country): U. S. A.	21. Legal or voting residence (State) California
Grade	Job Title					

22. REFERENCES. List three persons who are NOT related to you and who have definite knowledge of your qualifications and fitness for the position for which you are applying. Do not repeat names of supervisors listed under Item 18, EXPERIENCE.

Full Name	Present Business or Home Address (Number, street, city, State and ZIP Code)	Business or Occupation
(b)(6)	(b)(6)	(b)(6)
(b)(6)	(b)(6)	(b)(6)
(b)(6)	(b)(6)	(b)(6)

23. VETERAN PREFERENCE. A. Have you ever served on active duty in the United States military service? (Exclude tours of active duty for training as a reservist or Guardsman.)

	Yes	No
If "Yes," complete Items B through E below.		(b)(6)

B. List for all active military service:

Dates (From-To)	Branch	Serial or Service Number	

C. Have you ever been discharged from the armed services under other than honorable conditions? (You may omit any such discharge changed to honorable by a Discharge Review Board or similar authority.)

	Yes	No
If "Yes," give details in Item 34.		

D. Do you claim 5-point preference based on active duty in the armed forces?

	Yes	No
If "Yes," you will be required to furnish records to support your claim at the time you are appointed.		(b)(6)

E. Do you claim 10-point preference?

	Yes	No
If "Yes," complete and attach Standard Form 13, "Claim for 10-point Veteran Preference," together with the proof called for in that form.		(b)(6)

ANSWER ITEMS 24 THROUGH 33 BY PLACING AN "X" IN THE PROPER COLUMN

	Yes	No
24. Are you a citizen of the United States? If "No," give country of which you are a citizen:	X	
25. Before answering this question read Item 25 in the attached instructions. A. Are you now, or within the last ten years have you been, a member of: (1) The Communist Party, U.S.A., or any subdivision of the Communist Party, U.S.A.? (2) An organization that to your present knowledge advocates the overthrow of the constitutional form of government of the United States by force or violence or other unlawful means? B. If your answer to Item A(1) or A(2) is "Yes," write your answers to the following questions in Item 34 or on a separate piece of paper: (1) The name of the organization? (2) The dates of your membership? (3) Your understanding of the aims and purposes of the organization at the time of your membership?		X
26. To insure that you are not placed in a position which might impair your health, or which might be a hazard to you or to others, we need information about the following: Do you have, or have you had, heart disease, a nervous breakdown, epilepsy, tuberculosis, or diabetes? If your answer is "Yes," concerning any one of these, give details in Item 34.		(b)(6)
27. Within the last five years have you been fired from any job for any reason?		X
28. Within the last five years have you quit a job after being notified that you would be fired? If your answer to 27 or 28 above is "Yes," give details in Item 34. Show the name and address (including ZIP Code) of employer, approximate date, and reasons in each case. This information should agree with your answers in Item 18, EXPERIENCE.		X
29. Have you ever been convicted of an offense against the law or forfeited collateral, or are you now under charges for any offense against the law? (You may omit: (1) traffic violations for which you paid a fine of \$30.00 or less; and (2) any offense committed before your 21st birthday which was finally adjudicated in a juvenile court or under a Youth Offender law.)		X
30. While in the military service were you ever convicted by general court-martial? If your answer to 29 or 30 is "Yes," give details in Item 34. Show for each offense: (1) date; (2) charge; (3) place; (4) court; and (5) action taken.		X
31A. Does the United States Government employ in a civilian capacity or as a member of the Armed Forces any relative of yours (by blood or marriage)? (See Item 31 in the attached instruction sheet.)	X	
B. Do you live with, or within the past 12 months have you lived with, any of these relatives who are employed in a civilian capacity? If your answer to A is "Yes," give in Item 34 for such relatives: (1) full name; (2) present address (including ZIP Code); (3) relationship; (4) department, agency, or branch of the Armed Forces. If your answer to B is "Yes," also give the kind of appointment held by the relative(s) you live with or have lived with within the past 12 months.		X
32. Do you receive or have you applied for retirement pay, pension, or other compensation based upon military or Federal civilian service? If your answer is "Yes," give details in Item 34.		X
33. Are you an official or employee of any State, territory, county, or municipality? If "Yes," give type of position or name of office, and location, in Item 34. Include whether elected or appointed.		X

34. Space for detailed answers. Indicate item numbers to which answers apply.

Item No.

26

(b)(6)

31A

(b)(6)

(b)(6)

If more space is required, use full sheets of paper approximately the same size as this page. Write on EACH sheet your name, birth date, and examination (or position) title. Attach all sheets to this Statement at the top of Page 3.

ATTENTION: READ THE FOLLOWING PARAGRAPH CAREFULLY BEFORE SIGNING THIS STATEMENT

A false answer to any question in this Statement may be grounds for not employing you, or for dismissing you after you begin work, and may be punishable by fine or imprisonment (U.S. Code, Title 18, Sec. 1001). All statements are subject to investigation, including a check of your fingerprints, police records, and former employers. All the information you give will be considered in reviewing your Statement and is subject to investigation. A false answer to items 25 A or B could deprive you of your right to an annuity when you reach retirement age in addition to the penalties described above.

CERTIFICATION

I CERTIFY that all of the statements made in this Statement are true, complete, and correct to the best of my knowledge and belief, and are made in good faith.

SIGNATURE *(Sign in ink)*

Andrew W. Marshall

DATE SIGNED

19 January 1972

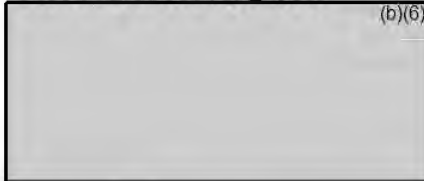
DO NOT WRITE IN THIS BLOCK—FOR USE OF EXAMINING OFFICE ONLY

Refer for medical action Medical action Approved by Disapproved (reason):

Announcement No.	Statement No.	Name	Entered Register: <input type="checkbox"/> Submitted <input type="checkbox"/> Returned	Appor. <input type="checkbox"/> Nonappor.	Locations:	Form Reviewed: Form Approved:	Option	Grade	Earned Rating	Preference <input type="checkbox"/> 5 Points (Test.) <input type="checkbox"/> 10 Points Comp. Dis. <input type="checkbox"/> Other 10 Points <input type="checkbox"/> Dial. <input type="checkbox"/> Being Investigated	AVE. RATING	Initials and Date	THIS SPACE FOR USE OF APPOINTING OFFICER ONLY <input type="checkbox"/> 5-Pl. <input type="checkbox"/> 10-Pl. Comp. Disab. <input type="checkbox"/> 10-Pl. Other	Preference has been verified through proof that the separation was under honorable conditions, and other proofs required.	Signature and Title	Date	Agency

RESUME

Jose Santos Mavorga, Jr.



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 36th Infantry Division and Adjutant General for the State of Texas.
- Registered as a Professional Engineer in the State of Texas.

[Redacted line with (b)(6) label]

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

Supervisor: [Redacted] (b)(6)

Phone: [Redacted] (b)(6)

Salary: [Redacted] (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 1st and 2nd Place in the Gold Division in 2010 and 2011, respectively.

August 2007 – April 2009

Commanding General

36th Infantry Division

P.O. Box 5218

Austin, TX 78763-5218

Number of Employees: ~15,000

Supervisor: LTG Charles Rodriguez

Phone: (b)(6)

Salary: (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

U.S. Army South
2450 Stanley Road, Suite 700
Ft. Sam Houston, TX 78234
Number of Employees: 577

Supervisor: LTG P. K. Keen
Phone: [REDACTED] (b)(6)
Salary: [REDACTED]
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), 3 Forward Operating Sites, 2 forward deployed Joint Task Forces, and 26 Security Assistance Offices in 32 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 IAW 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 CFLCC 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 78711
Number of Employees: 237

Supervisor: [REDACTED] (b)(6)
Phone: [REDACTED] (b)(6)
Salary: [REDACTED]
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's 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 1991

Director, Abilene District Office

Railroad Commission of Texas

1701 N. Congress

Austin, TX 78711

Number of Employees: 21-27

Supervisor: [REDACTED] (b)(6)

Phone: [REDACTED] (b)(6)

Salary: [REDACTED]

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

Supervisor: [REDACTED] (b)(6)

Phone: Unavailable

Salary: [REDACTED] (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)

Supervisor: [REDACTED] (b)(6)

Supervisor: [REDACTED] (b)(6)

Phone: Unavailable

Salary: [REDACTED] (b)(6)

Hours: 40/week

Duties and Accomplishments:

As a Platoon Leader of B Company, 11th 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 (wrote, 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.

MIKE McCORD

ADDRESS: [REDACTED] (b)(6)

TELEPHONE: [REDACTED] (b)(6)

E-MAIL: (WORK) [REDACTED] (b)(6) (HOME) [REDACTED] (b)(6)

AREAS OF EXPERTISE: Defense budget and program analysis; military basing and installation issues (including military construction, base closure, and housing/utility privatization); military readiness, training, and equipment maintenance; and the federal budget process including the interaction between defense and the overall federal budget, and war/disaster supplemental costs.

SOME ACHIEVEMENTS

- I carried out the program and budget review work and developed the five-year defense budget authority and outlay funding levels for the post-Cold War strategy Senator Sam Nunn proposed in 1990, which was incorporated into the 1990 budget summit agreement.
- I created the legislation setting forth the terms of the public-private competition for tens of thousands of maintenance jobs at Kelly and McClellan Air Force Bases affected by the 1995 base closure round, in a way that was fair to and accepted by both public and private sectors.
- Working over five years with Senators Levin, McCain and Robb, I was the lead author and Senate negotiator of the legislation creating the 2005 base closure round.
- I was the lead author of the September 2003 House Budget Committee Democratic staff analysis that estimated the potential long-term cost of the war in Iraq, including occupation and reconstruction costs, under three different scenarios.
- I played a lead role in writing both the fiscal policy chapters and the 10-year balanced budget plan for the Center for Strategic and International Studies *Strengthening of America* report released in September, 1992. This report served as the basis for subsequent work on tax reform and entitlement programs, such as the USA Tax Act of 1995, also known as the Nunn-Domenici Unlimited Savings Allowance (USA) tax proposal, which I helped develop.

EXPERIENCE

SENATE ARMED SERVICES COMMITTEE, Professional Staff Member, 1987-2002 and 2004-present.

I serve on the Democratic staff of the full committee and also serve as the lead Democratic staff on the Readiness subcommittee. At the full committee level, since 1987 I have been the lead staffer, under Senators Nunn (1987-1996) and Levin (1997-present), for budget review for the Democratic staff, with responsibility for analyzing and developing policy options for the defense budget at the aggregate level and for resource allocation (i.e., mapping out our major cuts and adds) among our six subcommittees during the annual budget process. I develop proposals, and analyze alternative proposed by others, to increase or reduce the defense "topline"; manage our funding levels for

compliance with applicable discretionary budget targets and PAYGO ceilings; and advise the Committee and draft legislation on fiscal and budget policy issues. I serve as lead staff analyst for both the overall defense budget and the Quadrennial Defense Review.

At the subcommittee level, since 1997 I have been responsible, working with Senators Glenn, Robb, and Akaka, for installation matters including construction or leasing of new military facilities, maintenance of existing facilities, base closure, land and property disposal issues, DOD use of public lands, and privatization of DOD housing and utilities. From 1995-2001 and 2005-2006, I was also responsible for oversight of over \$100 billion in annual DOD operation and maintenance funding and related policy matters for readiness issues including training, supplies of spare parts, operating tempo, contingency operations funding, and depot maintenance policy.

COMMITTEE ON THE BUDGET, U.S. HOUSE OF REPRESENTATIVES, Budget Analyst, 2003. During 2003 I served as the budget analyst for defense and veterans issues for the Democratic staff of the House Budget Committee. I also assisted the Ranking Member of the Committee, Rep. John Spratt, on defense budget and policy issues related to Rep. Spratt's responsibilities as Assistant to the Democratic Leader and as a member of the House Armed Services Committee. My primary focus was on the cost of military operations in Iraq and Afghanistan.

CONGRESSIONAL BUDGET OFFICE, Budget Analysis Division, Assistant Analyst, 1985-1986. I analyzed the cost of military personnel programs including personnel strength levels, pay and benefits, and retirement costs.

EDUCATION

M.A. in Public Policy Analysis, University of Pennsylvania, 1984
B.A. in Economics, The Ohio State University, 1981

OTHER

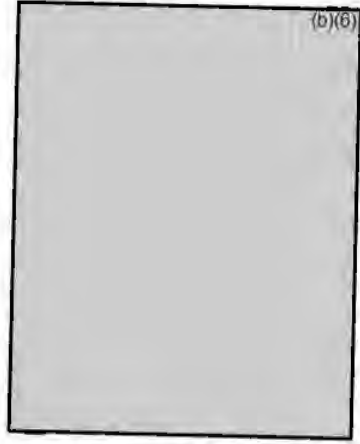
[REDACTED] (b)(6)

Have traveled extensively to military installations and met with field, MAJCOM and combatant commanders worldwide, including Iraq, Afghanistan, Kuwait, UAE, Bahrain, Djibouti, Western and Eastern Europe, NATO headquarters, Japan, Korea, and Guam, and the United States.



Katrina McFarland

Performing the Duties of
Assistant Secretary of Defense (Acquisition)
President, Defense Acquisition University



Mrs. Katrina McFarland is performing the duties of the Assistant Secretary of Defense (Acquisition) (ASD(A)) and serves as the President of the Defense Acquisition University (DAU). Designated to perform the duties of the ASD(A) in October 2011, Mrs. McFarland provides oversight and policy direction to the Secretary, Deputy Secretary and Under Secretary of Defense (Acquisition, Technology and Logistics) on matters relating to Department of Defense's (DoD) acquisition system. Selected for DAU President in December 2010, Mrs. McFarland's responsibilities include continuing to build DAU's outstanding reputation as the DoD's primary learning institution while overseeing the development and expansion of acquisition curriculum and learning opportunities. This includes addressing the ever changing Defense Acquisition climate as required by the Under Secretary of Defense's (Acquisition, Technology and Logistics) "Better Buying Power" initiatives, and the recent National Defense Authorization Act directions and guidance.

DAU, strategically located within five geographical regions across the country and currently servicing 150,000 members of the Defense Acquisition Workforce, provides practitioner training, career management, and services to enable the acquisition, technology, logistics, and requirements community to make smart business decisions and deliver timely and affordable capabilities to the Warfighter.

Prior to joining DAU, Mrs. McFarland was the Director for Acquisition for the Missile Defense Agency (MDA)—a position she held since May 2006. As MDA's principal acquisition executive, Mrs. McFarland advised the Director of MDA on all acquisition, contracting and small business decisions. During her tenure, Mrs. McFarland's advice led to more than \$37 billion of sole source procurement activity being opened up to competition. Additionally, her successful efforts to centralize the acquisition of knowledge-based services enabled small businesses to compete for almost half of the MDA's knowledge based services, while reducing related procurement costs. Other core responsibilities included the development of process activities and program policy associated with the execution of the single integrated Ballistic Missile Defense System (BMDS) research, development and test program, and establishment of the Baseline Execution Review to ensure an integrated program execution of the BMDS occurred across the baselines of schedule, cost, performance, contracting, test and operational delivery.

Mrs. McFarland began her civil service career in 1986 as a general engineer at Headquarters Marine Corps where she was accredited as a Materials, Mechanical, Civil and Electronics Engineer. In 1990, she was hired by the Department of National Defense, Ottawa, Ontario, where she executed Procurement Head of Electronics duties. In 1992, Mrs. McFarland returned to the Marine Corps—this time, Marine Corps System Command—where she was responsible for the acquisition of the USMC Aviation and Ground Command and Control, radars/sensors, air defense, Combat ID and Cooperative Engagement Capability initiatives. She continued to serve the Corps through February 2005, when she concluded her duties as the Director, Battle Management and Air Defense Systems (BMADS).

Mrs. McFarland's accolades and accomplishments are far-reaching. She has received awards for her efforts in the joint areas of CEC, C2 and Theater Missile Defense integration and received recognition for her work from agencies including Government Computing News. Her articles have been published in the Military Operations Research Society, American Society for Computer Simulation, and the International Aeronautical Engineering Societies Proceedings. She has received the Secretary of Defense Medal for Meritorious Civilian Service Award, the Department of the Navy, United States Marine Corps, Commendation Medal for Meritorious Civilian Service, DAWIA Level-III-certified in program management, has a professional engineer license and has attained her PMP certification.



Valerie N. Miller

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EDUCATION

George Washington University, Washington, DC

The Elliot School of International Affairs, August 2008

Major: International Affairs, Discipline: *International Development*

Minor: Sociocultural Anthropology

Cuyahoga Community College, Cleveland, OH

Institute for International Cooperation and Development

WORK EXPERIENCE

Office of the Secretary of Defense, Personnel and Readiness Nov 2010-present

Office of Wounded Warrior Care and Transition Policy

Assisted in development of The Education and Employment Initiative, a comprehensive career mentoring program for wounded, ill or injured service members. Liaised on behalf of directorate with private organizations and non-governmental organizations to coordinate support for wounded warriors. Compiled weekly reports detailing directorate wide activities. Participated in exercises to reform the VA/DoD disability evaluation system. Consulted on social media ventures.

Office of the Secretary of Defense May 2010- Nov 2010

Advance Officer

Provided support for Secretary of Defense Robert Gates and Deputy Secretary of Defense William Lynn during international and U.S. engagements. Represented the Office of the Secretary in order to coordinate logistics, security and protocol for military and non military engagements. Served as site lead for Washington D.C. area events.

Office of the Secretary of Defense, Public Affairs Sept 2009- Apr 2010

Office of Community Relations/ Public Liaison

Conducted Social Media outreach on behalf of the Department of Defense. Managed and produced content for DOD Facebook and Twitter accounts. Increased social media base by 300% in two months. Represented Department of Defense at various conferences including the State Department sponsored Alliance for Youth Movements Summit. Developed, managed, or contributed to the following pages:

www.defense.gov

www.facebook.com/DeptofDefense

www.twitter.com/defensegov

<http://socialmedia.defense.gov/>

Executive Office of the President June 2009-August 2009

Office of Presidential Personnel

Priority Placement Associate

Assistant to Director of Priority Placement. Lead effort to identify qualified applicants using multiple databases and constituency referrals for Presidential Appointments across the entire federal government. Developed system for merging data tracking from multiple locations for more efficient candidate selection and tracking. Vetted applicants for Presidential Appointments using nexis, donor records, news and media sources.

Obama for America, Ohio Campaign for Change, Springfield, OH Aug. 2008-Nov. 2008

Volunteer Coordinator

Managed volunteer efforts across 6 counties in Southwestern Ohio. Facilitated communication between field organizers while implementing effective strategies in volunteer recruitment and retention. Built relationships in the community which resulted in opportunities for continued outreach. Managed regional office set up and

a staff of office volunteers. Assisted Regional Field Directors with administrative tasks.

The George Washington University, Washington D.C. Jan. 2008-May 2008

Anthropological Research Assistant

Assistant researcher to [REDACTED] (b)(6) professor of anthropology and author of *Lydia's Open Door*. Performed research for future publication on topics of military suicide rates, migration, tourism, human trafficking. Compiled articles and research for courses on gender and inequality.

International Women's Democracy Center, Washington D.C. Aug. 2007-Jan 2008

Program Intern

Expanded development and fundraising initiatives. Specialized in producing executive summaries, letters of inquiry, and full grant proposals to gain financial support for projects operating in Israel, Palestine, and Botswana. Initiated and maintained partnerships with corporations and local businesses in order to host fundraising events. Conceptualized and executed fundraising events.

Ajuda de Desenvolvimento de Povo para Povo, Mozambique, Denmark Dec. 2003 – August 2004

Development Instructor

Taught English, rural health, nutrition and computer literacy at ADPP's Macuse Teacher Training College. Conducted training seminars for local staff and students covering topics such as HIV/AIDS education and human rights. Researched and helped author annual report describing project activities for the fiscal year. Organized and mobilized community initiatives such as adult outreach literacy program in coordination with other NGOs. Recruited and trained volunteers.

RELEVANT COURSEWORK

Development Anthropology, Human Rights and Ethics, Human Rights Advocacy, International Economics, Economics of Development, Research Methods (Sociology), Modern Standard Arabic I-VI.

SKILLS

Basic written and conversational **Arabic** and **Portuguese**, basic proficiency in French. Familiarity with MS Office applications, including word processing, spreadsheet applications, and PowerPoint. SharePoint and Wordpress experience. Trained in grant seeking and grant writing. Voter Activation Network database. Ability to perform administrative functions.

VOLUNTEER WORK

Comics in Combat

Execute comedy performances for service members and family members.

Pathway Homes

Master Chef, teach cooking techniques to women with mental illness

Siddharth Mohandas

(b)(6)

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Overview

State Department aide, former editor at *Foreign Affairs*, and Harvard Ph.D. candidate brings a strong combination of bureaucratic, writing, and analytical skills. Offers a broad background of regional experience, including detailed work on East Asia, South Asia, and Europe.

Education

Harvard University, Department of Government Cambridge, Massachusetts
Ph.D. Candidate. Dissertation on military intervention, state-building, and democratization.
Degree expected in 2011. Awarded mark of "Excellent" in General Examination. Major field: International Relations; Focus field: Security Studies.

St. John's College, University of Cambridge Cambridge, England
M.Phil. in International Relations. Dissertation on the international movement to ban landmines.
Graduated in 2001. Awarded a High Performance mark (equivalent to a First Class) on both examinations and dissertation.

Harvard University Cambridge, Massachusetts
AB *summa cum laude* in Government, ranked 1st in major. Graduated in 2000. GPA: 3.9.
Honors: Junior year Phi Beta Kappa (top 1% of class), thesis awarded Hoopes Prize for excellence in undergraduate research, Crosby Prize for excellence in the study of Government, Detur Prize for superior academic performance in the first year, John Harvard Scholarship for academic achievement of the highest distinction (all four years).

Professional Experience

U.S. Department of State Washington, D.C.
Bureau of European and Eurasian Affairs.
Special Advisor. Report directly to Assistant Secretary Philip Gordon in the bureau front office. Serve as bureau liaison and coordinator for European contributions to Iran sanctions policy. Draft policy planning memoranda on bureau strategic priorities. Prepare major speeches and testimony for the Assistant Secretary and contribute to Secretary of State speeches. November 2009-present.

Obama for America, Foreign Policy Advisory Network Washington, D.C.
Member, South Asia Policy Team. Worked as a volunteer with outside foreign-policy advisors to the Obama campaign through the primary and general elections. Under the leadership of (b)(6) and (b)(6) assisted with drafting statements, debate preparation, and writing website materials relating to policy on Afghanistan, Pakistan, and India. April 2007–November 2008.

RAND Corporation Arlington, Virginia
Summer Associate. Worked on first independent study of the U.S. occupation of Iraq with access to previously unreleased internal documents of the Coalition Provisional Authority. Conceptualized, researched, and completed chapter which analyzed the CPA's political strategy in Iraq and its attempts to promote democratization in the country. June-August 2007.

Long-Term Strategy Project

Cambridge, Massachusetts

Analyst. Completed study on the nature and trajectory of Indian nuclear-weapons doctrine for Center for Strategic and Budgetary Assessments. Conducted a dozen interviews with leading strategic analysts and retired military officers in New Delhi, India. June-July 2006.

Center for Strategic and International Studies

Washington, D.C.

Research Associate. Worked with former Secretary of the Navy Richard Danzig. Assisted in the conceptualization and research of a significant analysis of the problem of bioweapons nonproliferation, which was presented to the Aspen Strategy Group. June-August 2004.

Foreign Affairs

New York

Associate Editor. One of six editors responsible for the substantive content of the United States' leading foreign policy journal. Worked directly with authors in editing and revising their articles for publication. Evaluated prospective articles for publication, participated in all aspects of layout and production, and managed content for website. Promoted from Assistant Editor after 10 months. August 2001-June 2003.

Grants and Fellowships

- Center for a New American Security Visiting Fellow, 2009
- Brookings Institution Research Fellowship in Foreign Policy Studies, 2008-2009
- World Politics and Statecraft Fellowship, Smith Richardson Foundation, 2008, 2009
- John M. Olin Institute for Strategic Studies Pre-Doctoral Fellowship, 2007-2008
- Belfer Center for Science and International Affairs Pre-Doctoral Fellowship (Declined), 2007-2008
- Paul and Daisy Soros Fellowship for New Americans, 2005-2007
- Harvard University Presidential Scholarship, 2003-2005
- Frank Knox Memorial Fellowship, 2000-2001

Selected Publications

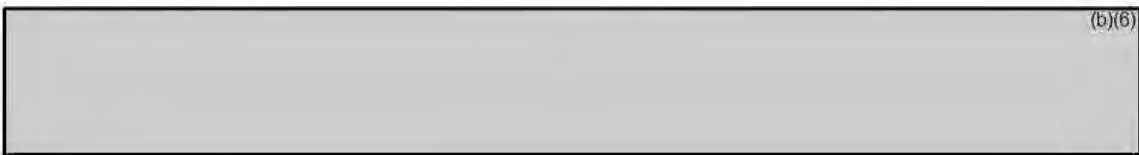
- Occupying Iraq: A History of the Coalition Provisional Authority*, RAND Corporation, 2009. Co-author with James Dobbins, Seth Jones, and Benjamin Runkle.
- "Responses to Nuclear Proliferation: Indian Nuclear Doctrine and Strategy," Center for Strategic and Budgetary Assessments, December 2006. Co-author with Vipin Narang and Erin Simpson.
- "How 9-11 Happened: A new book chronicles the pitfalls of counterterrorism," *Newsweek*, November 25, 2002, p. 65.
- "Little Fights to Maintain a Big Power," *The Christian Science Monitor*, May 16, 2002, p. 14.

Teaching Experience

Guest Lecturer, "Introduction to Comparative Politics." Delivered a lecture analyzing U.S. attempts to democratize Iraq to over 150 undergraduate students in one of the largest courses in the Government Department. December 13, 2007, Harvard University.

Teaching Fellow, "War and Politics." Survey course on military strategy and history. Led weekly discussion section, graded student examinations. Fall 2006, Harvard University.

Personal



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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 2008 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 Berkley National Laboratory, on 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 Analyses (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 Galena, 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 tour.

**United Nations Environment Programme
Technology and Economics Assessment Panel (TEAP) of the Montreal Protocol**

1989 – Present

- 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



Jim Nam

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OBJECTIVE

Obtain a position working in policy or logistics within President Elect Obama's Transition Team and Administration.

Employment History

Obama for America

Council Bluffs, IA.

Field Organizer,

3/2007-2/2008

Regional Field Director, Portland OR.

3/2008-5/2008

Deputy Director Transportation, Democratic National Convention

7/2008-9/2008

GOTV Director, Washington State

9/2009-11/2008

Managed field operations in Council Bluffs Iowa and was part of the historic victory of Senator Barack Obama in the Iowa Caucus. Executed the precinct captain recruitment program and precinct volunteer programs to ensure Barack Obama's victory in Council Bluffs. Organized in Denver Colorado for Super Tuesday, Casper Wyoming for the caucus. Executed a field plan as regional field director in Portland Oregon for the May Primary. Setup and carried out logistical operations for Obama for America's Transportation Department during the Democratic National Convention in Denver. Directed GOTV operations statewide in Washington State managing logistics and voter turnout.

KULONGOSKI FOR GOVERNOR

Portland, OR

Outreach Coordinator

3/2006-11/2006

Managed primary election field program, canvasses, volunteer recruitment and phone banks ensuing in 8,000 (compared to 2002) increased Kulongoski votes. Became the statewide GOTV coordinator statewide during GOTV, and structured a crucial strategy and process for the GOTV vote-by-mail collection in Oregon.

Worked with Asian American Organizations, African American Organizations, Latino Groups, Small business Organizations, and ensured optimal participation in the field program to bolster the campaign, resulting in an increase of 81,000 Kulongoski Voters. Cultivated relationships with local, city, county and statewide (elected and non-elected) officials receiving 89 public endorsements during the 2006 general election.

2004 OREGON COORDINATED CAMPAIGN – JK/JE

Eugene/Roseburg, OR

Regional Field Organizer

7/2004- 11/2004

Organized two counties with a collective 200,000 voters, achieving a decisive Kerry victory in Oregon. Established a field program through continual cooperation with Lane and Douglas county Democrats during the general election. Developed a county-wide phone bank structure maturing into 12 phone banks, 75 phone-line operations, cultivating more than 8,500 voter contacts per week. Functioned as Database Coordinator managing data input/output. Manufactured weekly reports through Astro 2000 for field operations. Responsible for creating phone bank operations for ballot pick up, ballot pick-up and receipt process, and volunteer recruitment during the Oregon vote-by-mail process spanning three weeks.

Education

B.S. Political Science
University of Oregon, 2005

References upon request

Kevin R. Naughton

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"LT Naughton is an exceptionally talented Naval officer and a superior leader; my number one of five highly talented lieutenants on my personal staff." – Dr. Donald C. Winter, Secretary of the Navy (2008)

PROFESSIONAL EXPERIENCE (Active duty service: 2003-2008; active duty reserves service: 2008-2012)

Speechwriter and Special Assistant to the Pentagon Press Secretary 2011 to Present

Office of the Assistant Secretary of Defense for Public Affairs, The Pentagon, Washington, DC

Communications advisor to the Pentagon Press Secretary and speechwriter for the Secretary of Defense.

- Traveling aide to the Secretary of Defense during worldwide public engagements
- Prepares top line messaging, speeches, and Pentagon press conference opening remarks
- Coordinates defense policy development at the Undersecretary of Defense level
- Wrote the Secretary of Defense's first LGBT Pride Month video message
- Project lead for the first Pentagon Pride event in June 2012
- Established relationships with Pentagon Press Corps and defense journalists
- Professionally trained public speaker

Senior Military Social Aide to the President of the United States 2006 to Present

White House Military Office, The White House, Washington, DC

Personal assistant to the President and First Lady during receptions, state dinners, and civic engagements (collateral duty).

- Manages 50 military social aides assigned to the First Family, interaction with over 50 Heads of State

Communication Strategist, Asia Pacific Security Affairs 2010 to 2011

Office of the Assistant Secretary of Defense for Public Affairs, The Pentagon, Washington, DC

Communications advisor to the Assistant Secretary of Defense for Public Affairs. Architect of communication strategies used to shape Secretary of Defense speeches, senior leader Congressional testimony, and long-term policy planning.

- Established relationships with Defense Press Operations press officers and ASD(PA) front office. Coordinated public affairs guidance, media inquiries, and press engagements on a daily basis with DPO press officers. Planned and executed senior leader conferences, meetings, and roundtables for the front office, coordinated ASD and SES schedules, and prepared read aheads.
- Liaised with Joint Staff Public Affairs and J5 Strategic Effects.

Nuclear Weapons Policy Action Officer 2009 to 2010

Chief of Naval Operations, The Pentagon, Washington, DC

Orchestrated key policy changes in the Nation's standing doctrines and treaties that govern the security, maintenance, and sustainability of the U.S. nuclear weapons stockpile.

- Managed the vetting of strategic reports to the President including the Report on Stockpile Assessments, Joint Surety Report, and the Nuclear Posture Review. Briefed or prepared talking points for flag officers to include the Chief of Naval Operations. Liaised with inter-agency organizations within the Department of Energy and National Nuclear Security Administration.

Operations Officer, 56th Presidential Inauguration

2008 to 2009

Armed Forces Inaugural Committee, Fort McNair, Washington, DC

Managed military exercises for security, logistics, media relations, and ceremonial support involving over 12,000 personnel.

- Ranked number one of three naval officers in job performance evaluations
- Redesigned inaugural operations center blueprint into a cost effective solution. Managed the procurement, purchasing, installation, and training for the 24-person operations center; delivered on time and under budget.

Flag Aide to the Secretary of the Navy & White House Liaison Officer

2006 to 2008

Office of the Secretary of the Navy, The Pentagon, Washington, DC

Secretary's personal aide and logistics officer for official travel nationwide and abroad.

- Articulated the Department of the Navy policies, objectives, and political posture through U.S. Navy correspondence on behalf of the President, Secretary of the Navy, and Members of Congress
- Ranked number one of five lieutenants on the Secretary's personal staff
- Served as the Senior Editor of *Network News*, a retention newsletter for surface warfare officers. Reinvented a text-only document into a full color e-publication boosting readership from 600 to over 3,000.

Navigator & Legal Officer

2005 to 2006

USS Chancellorsville (CG 62), Yokosuka, Japan

Managed a team of 12 sailors responsible for the safe navigation of a \$1.2 billion guided missile warship through 10,000 miles of complex waterways in Southeast Asia. As Legal Officer and advisor to the Commanding Officer, administered non-judicial punishments, preliminary inquiries, administrative separations, overseas naturalizations, and powers of attorney.

- Ranked number one of twenty naval officers in two consecutive job performance evaluations
- Managed eight personnel responsible for 380 military and pay records
- Awarded 'Junior Officer Shiphandler of the Year' for best ship driver onboard (second award)

Engineering Officer & Public Affairs Officer

2003 to 2005

USS Gary (FFG 51), Yokosuka, Japan

Managed and trained 60 gas turbine engineers in main propulsion, auxiliary, and electrical systems; as Public Affairs Officer, wrote speeches, press releases, and articles for high visibility international port visits.

- Ranked number one of eighteen naval officers in job performance evaluations

EDUCATION**Bachelor of Arts in Foreign Affairs, University of Virginia, Charlottesville, VA**

2003

MELA LOUISE NORMAN

(b)(6)

PROFESSIONAL EXPERIENCE

The Department of Defense

Office of the Assistant Secretary of Defense for Nuclear, Chemical and Biological Defense Programs

Washington, DC

5/2010 – present

- Served as the lead Action Officer in the Office of Threat Reduction and Arms Control, on the expansion of the Cooperative Biological Engagement Program to East and Southern Africa. Led initial development and inter-agency coordination of \$15 million worth of projects for the Defense Threat Reduction Agency (DTRA) to enhance biological security in Uganda, Kenya and South Africa.
- Developed engagement opportunities between the Office of Nuclear, Chemical and Biological Programs and the Global Health division of the Bill and Melinda Gates Foundation, and the expanding interagency partnership with the Centers for Disease Control and Prevention, on biosurveillance and advanced medical technologies.

The White House

Office of the First Lady Intern

Washington, DC

9/2009 – 01/2010

- Responsible for the daily compilation and production of the First Lady's briefing book. Conducted background research for the First Lady's policy team on her key initiatives, including military families, working families, and childhood obesity.
- Compiled over a hundred vetting reports on individuals and organizations invited to the White House to attend events with the President and the First Lady.
- Managed a weekly volunteer program for White House employees to work in the First Lady's kitchen garden.

Obama for America / Florida Campaign for Change

Deputy Regional Voter Protection Coordinator for North Florida

Jacksonville, FL

10/2008 – 11/2008

- Coordinated the legal voter protection efforts between the *Obama for America* campaign and the local Democratic Party for eighteen counties in northeast Florida. Responsible for recruiting, staffing and scheduling hundreds of election attorney poll watchers for early voting and Election Day voting sites in more than a dozen counties.

Karamah: Muslim Women Lawyers for Human Rights

Chief Intern to Law and Leadership, Family Law Divisions

Washington, DC

8/2007 – 5/2008

- Co-developed curriculum for a multi-city conference on combating domestic violence within immigrant communities, convened for social workers, law enforcement officials and first responders in Virginia, Texas and Minnesota.
- Authored grant proposals to funding organizations, including the Annenberg, Alwaleed Bin Talal and Carnegie Foundations.
- Assisted in organizing the annual Law and Leadership Summer Program, a three-week seminar for a group of international female Muslim leaders, focused on leadership training, peace and conflict resolution, family law and Islamic jurisprudence.

The Brookings Institution

Research Assistant to Senior Fellow Ambassador

(b)(6)

Washington, DC

5/2006 – 9/2006

- Researched and edited the manuscript of an anthropological survey of the modern Muslim world, titled "Journey into Islam: The Crisis of Globalization", published in 2007.
- Drafted grant proposals to major funding organizations, including the Carnegie, Smith Richardson and Guggenheim Foundations.

EDUCATION AND AWARDS

Georgetown University, Edmund A. Walsh School of Foreign Service

Bachelor of Science in International Politics, Class of 2008.

University of Cape Town

Department of Humanities. Study Abroad, Spring 2007.

Fellow in the Embassy of Israel's Yitzhak Rabin Memorial Fellowship on the Middle East, 2007-2008.

Fellow in Georgetown University's Tocqueville Forum on the Roots of American Democracy, 2007-2008.

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, 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 Firepower Can Transform Theatre Warfare, (with Edward Harshberger 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. J. 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

German (fluent); French (intermediate)

EXPERIENCE

- 2012-Present **Truman National Security Project, Washington, DC**
Director of Programs & the Democracy and Human Rights Initiative
- Develop and implement strategy for a leading policy, politics and networking organization to advance smart progressive national security policy
 - Promoted to managerial role of all Truman Leadership Development Programs, in addition to maintaining role as the Director of the Security Fellowship Program
 - Build relationships with and provide policy, advocacy and media opportunities for 950 Security Fellows, Political Partners and Veteran Leadership Academy graduates, who are working in the White House, Congress, the private sector, think tanks and advising presidential and Congressional campaigns
 - Execute organizational initiatives in the greater MENA region including planning delegations visits to Turkey, Egypt and Jordan, among other countries, to establish relationships and progress on policy ideas between Washington foreign policymakers and ministers, members of parliament, business leaders, journalists and academics
 - Partner with leading Washington actors, including U.S. government officials across the interagency, and global players in the MENA region working at the forefront of political party building, election support and civil society capacity building to foster relationships and create opportunities for Truman Fellows to gain experience and influence U.S. policy in the region
- 2010-Present *Director of the Security Fellowship Program*
- Manage the Truman Security Fellowship Program, which is comprised of approximately 550 Fellows nationwide, the Board of Principals, the Fellowship Selection Committee and nine leadership teams around the country
 - Overhaul the program: institute a recruitment strategy and more competitive selection process; develop 15 national security expert groups, including the MENA Expert Group; enhance the national leadership structure and create a mentorship program
 - Lead planning for and execution of three-day Truman National Security Conference, retreats, orientations and trainings
- 2009-2010 **The Moffett Group, Washington, DC**
Legislative Associate for International Accounts
- Executed comprehensive government relations strategy for clients in the Middle East and Africa to engage and build relationships with elected and Administration officials in Washington
 - Liaised with officials in the White House, Congress, the State and Defense Departments and international and American business leaders to promote client needs
 - Contributed to strategic messaging campaigns by drafting letters, briefs, proposals, talking points and reports for client advocacy
- 2008 **United States Department of Justice, Antitrust Division, Washington, DC**
Paralegal Specialist
- Conducted legal research for and advised on multi-billion dollar proposed acquisition investigations, including a \$19.5 billion proposed international acquisition in the mining industry
 - Liaised with Commerce, Defense and State Department officials, European Commission officials, foreign government officials and international competitors and customers to assist in deposition preparations
 - Served as primary point of contact for state attorneys general, competitors, and customers and managed a team of paralegals for several international merger investigations

EDUCATION

- 2008-2009 **London School of Economics and Political Science, London, United Kingdom**
 Master of Science Degree: Global Politics
 Dissertation examines status and regional implications of Iraqis refugees in the Middle East post-2003
 Coursework classification: Merit
 Dissertation classification: Merit
- Global Politics Program Representative: Appointed to lead academic and community events
- 2004-2007 **American University, Washington, DC**
 Dual Bachelor of Arts Degree: International Studies – Business Relations, Communication Studies – Media and Government
 Honors: Cum Laude, Dean’s List
- Study Abroad: international relations and Italian language coursework in Rome, Italy

SPECIAL SKILLS

Languages: Arabic – completed beginner course work; Italian and Spanish – basic reader, writer, speaker
 Extensive experience with Microsoft Office Suite, database management, Google documents, social media, event management and leadership development training

Brendan A O'Neill

(b)(6)

Professional Experience

WHITE HOUSE OFFICE – OFFICE OF PRESIDENTIAL CORRESPONDENCE – Washington, DC, USA
Constituent correspondence division of the Executive Office of the President - 10/2010–Present

- Promoted to *Acting Mail Analysis Coordinator* (3/2012). Managing 10 Mail Analysis department staff, in coordination with departmental director and OPC leadership. Leading the staff training team, creating best-practice guides for staff, disseminating nightly office-wide status reports, cataloguing emerging issues, and synchronizing between Writers and other departments' staff for disposition and potential updates.
- Coordinating (since 1/2012) with United States Secret Service as OPC Point of Contact to find and catalog direct and indirect threats in email, letter, and fax correspondence against the POTUS, the First Family, other USSS protectees, and the general public for investigation and possible criminal prosecution.
- Promoted to *Senior Analyst* (8/2011) and moved to Mail Analysis. Oversaw the department's largest portfolios, Economy and Foreign Policy, and eliminated its then-growing Economy backlog of over 127,000 pieces of correspondence. Accomplished OPC-mandated goal of zeroing out the backlog within two months, despite huge incoming mail numbers regarding the American Jobs Act. Supervised and trained a team of interns and volunteers to appropriately handle correspondence for accurate and timely policy responses.
- *Analyst* (10/2010). Sent POTUS auto-penned acknowledgements to VIP donors (foreign Heads of State and officials, US federal, state, and local officials, public figures) as member of White House Gift Unit. Revised the VIP gift disclosure process in accordance with White House Counsel guidance and coordinated the Weekly VIP Gift Report for Oval Office distribution for possible POTUS of First Family retention or official use.
- Headed the vetting team; restructured the process of public record checks for OPC volunteer clearance and coordination between the volunteer department, the vetting team, and the OPC Director.

WHITE HOUSE ASSOCIATES PROGRAM – Washington, DC, USA
Executive Office of the President internship - *Presidential Personnel Office Associate*, 9/2010–10/2010

- Provided research and clerical support to vetting attorneys and PPO staff through background information and public record checks of candidates for political appointments in President Obama's administration.

NEW HAMPSHIRE CAMPAIGN FOR CHANGE – Claremont, NH, USA
President Obama's 2008 general election campaign - *Field Organizer*, 7/2008–11/2008

- Managed NH CFC office and party headquarters for Sullivan County Democrats. Organized an electorate (~40,000 people) in which then-Senator Obama won 58% of the vote—an improvement of over 6 percentage points on the Kerry-Edwards 2004 performance for the region. Regional improvement was over 45% better than the state-wide improvement average between the 2004 and 2008 elections.
- Coordinated thousands of local and out-of-state volunteers (often 150+ per day) by developing on-the-fly operational and leadership strategies to orchestrate large canvasses, phone banks, and campaign events.

OBAMA FOR AMERICA – Concord, NH, USA
President Obama's 2007-08 national primary campaign - *Organizing/Communications Intern*, 6/2007–8/2007

- Assisted field organizing strategies such as canvassing and phone banking, and monitored local and state-wide press outlets in order to aid primary campaign staff and increase the efficiency of voter contact efforts.

Education

UNIVERSITY COLLEGE LONDON – UCL SCHOOL OF PUBLIC POLICY – London, UK
Master of Sciences, 11/2010, Global Governance & Ethics

- Areas of Competence: Transatlantic & Global Security Governance, EU Institutions and External Relations

COLBY-SAWYER COLLEGE – New London, NH, USA
Bachelor of Arts, 5/2009, Communication Studies – Cum Laude, Wesson Honors Program Certificate

- Areas of Competence: Writing for Public Communication, Media Research & Analysis, Video Production

Eric Pierce

(b)(6)

National Security Experience

Office of the Secretary of Defense

Washington, DC

Team Chief for Policy, Legislative Affairs

June 2009 – Present

Supervise team of active duty military, Schedule C appointees 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 advancing the Department's priorities on the Hill. Over the last 20 months have served as OSD-LA lead on several high priority Department engagements and initiatives, including:

- Supporting the Deputy Secretary of Defense in resurrecting 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 (BMDR) and Nuclear Posture Review (NPR);
- Rollout of the Phased Adaptive Approach (PAA) on European missile defense;
- Senate confirmation of Paul Oostburg Sanz to become General Counsel of the Navy;
- Support to the President's Effort to Secure Vulnerable Nuclear Material within Four 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 14-4; the full Senate voted 71-26 to provide advice and consent to ratification of the Treaty.

Center for a New American Security

Washington, DC

Fellow and Congressional Liaison

April 2007 – June 2009

Collaborate with Michèle Flournoy, Dr. Kurt 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 advancing Middle East peace. Serve as primary Congressional liaison on behalf of the organization and its principals.

Office of U.S. Senator Ben Nelson

Washington, DC

Military Legislative Assistant

March 2001 – March 2007

Advised Centrist 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

Washington, DC

Defense Department Fellow - Director, Transnational Threats

May 2000 – Feb 2001

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 package *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

Washington, DC

Defense Department Fellow - Country Director for Bolivia, Ecuador & Peru

July 1999 – May 2000

Coordinated counter-drug efforts in Bolivia, Ecuador and Peru for the ASD for Special Operations and Low Intensity Conflict (SOLIC) and DASD for Drug Enforcement Policy and Support (DEPS).

Eric Pierce

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Department of the Navy, Office of Program Appraisal

Defense Department Fellow - Program Analyst

Guided development of business reform initiatives collectively known as the Revolution in Business Affairs; served on the Housing Reform Round Table developing new guidelines for enlisted personnel.

Washington, DC

August 1998 – July 1999

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

(b)(6)

Professional and Voluntary Activities

Term Member, Council on Foreign Relations

Adjunct Professor, George Washington University's Elliott School of International Affairs

Advisory Board Member, Nuclear Security Budget Project, Carnegie Endowment for International Peace

Learning Mentor, Higher 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, 1993

Selected Publications

"Gates and the Next Congress: Bipartisanship, 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 19, 2007)

HIGHLIGHTS:

U.S. Navy military experience: Active duty submarine officer (6+ years), active reserves (8+ years), mobilized in support of Operation Enduring Freedom (2007).

Congressional experience: military and scientific advisor to United States Senator Ken Salazar (3 years). Served as the primary interface for the Senator with DoD and the scientific community regarding defense, space, and science policy matters on behalf the Senator. Provided Senator Salazar with briefings, policy recommendations, and advice on communication strategies for those issue areas. Worked with Congressional staff on both sides of the aisle to promote policy initiatives.

Coalition builder: Created and maintained an informal network of 40+ scientific and engineering professionals throughout the federal legislative and executive branches. Successfully coordinated diverse non-profit and corporate interests for support of a successful federal carbon capture and sequestration legislative proposal. Single handedly built a coalition of mid- and senior-grade Naval officers throughout the Kuwait and Bahrain area of operations to maximize force efficiencies in support of Operation Enduring Freedom. Senate work on satellite export controls resulted in trusted contacts throughout Congress, industry, and numerous Executive Branch agencies.

Science and Engineering professional: Expert at understanding, researching, evaluating and explaining a wide range of scientific and engineering proposals. Strong technical background combines Navy nuclear engineering officer experience with a Ph.D. in Aerospace Engineering.

CIVILIAN EXPERIENCE:

Military and Science Advisor, Office of United States Senator Ken Salazar **2005 - 2009**
AAAS Congressional Fellow (2005)

Served as military and scientific advisor to United States Senator Ken Salazar, first as a Congressional Science & Technology Fellow through the American Association for the Advancement of Science and then as Senate staff. Defense legislative portfolio focused on Colorado interests, including the military and commercial space economy, satellite export controls, chemical weapons disposal, United States Northern Command, proposed expansion of army training grounds, High Altitude Aviation Training, mental health treatment for veterans, and funding priorities for Colorado bases.

Senior Analyst, ARINC Engineering Service **2004**
Postdoctoral Research Faculty, University of Colorado

Responsible for the investigation of multipath effects on Global Positioning System receivers for aircraft landing systems, analyzing approaches for traditional runways as well as aircraft carriers. Research was funded by ARINC Engineering Services, first through a postdoctoral appointment and then directly as a company employee.

Research Assistant / Ph.D. Candidate, University of Colorado **2000 - 2003**

Dissertation Topic: Global Positioning System (GPS) Carrier-Phase Time Transfer. Research included absolute calibration of GPS dual frequency receivers, real world tests of laboratory results, and extensive software analysis and testing of time transfer techniques. Strengths in complex logic and mathematics, including statistical analysis of many variable systems.

MILITARY EXPERIENCE:

Project Officer, Operation Enduring Freedom **2007**

Served as Company Commander for 125 sailors mobilized to the Middle East to enforce customs and USDA requirements on returning service members and equipment. Successfully formed, from the ground up, a network

of officers throughout the region to maximize efficiencies and communications across 7 separate Navy commands.

Unit Commanding Officer, United States Naval Reserves **2000 - present**

As Commanding Officer, responsible for the training and military readiness of 4 separate units (2 year assignments), each ranging in strength from 15 to 45 sailors. Individual units have provided maintenance and manufacturing support to the Pacific submarine fleet, supported a mobile communications cell for emergency military support, provided maintenance support to a submarine tender based in the Mediterranean, and provided pier sentry services to the Atlantic submarine fleet. These duties served concurrently with civilian employment. Current rank: Commander (select).

Senior Instructor, Naval Nuclear Power Training Command **1998 - 2000**

As a Submarine Warfare and Engineer qualified officer, responsible for the classroom instruction of hundreds of United States Naval Officers every year in those principles of science and engineering fundamental to the design, construction, operation and maintenance of Naval Nuclear Propulsion Plants.

Submarine Officer, USS San Juan (SSN-751) **1995 - 1998**

Gained valuable leadership, managerial, and teamwork building skills as a junior officer on board a fast-attack nuclear submarine. Qualified in Submarine Warfare and as Engineer Officer. Entrusted with the safe and efficient operation of both the ship and the nuclear reactor while supervising watch teams of over 25 sailors.

EDUCATION:	2003	Ph.D. Aerospace Engineering	University of Colorado at Boulder
	1994	Navy Nuclear Power School	United States Navy
	1993	M.S. Physics	University of Colorado at Boulder
	1992	B.S. Physics	University of Notre Dame

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HONORS/AWARDS: American Association for the Advancement of Science (AAAS) Congressional Science & Technology Fellowship, Navy Commendation Medal (2 awards), Army Commendation Medal, Navy Achievement Medal (5 awards), Naval Expeditionary Medal, Arctic Service Ribbon, Sea Service Ribbon, Naval Submarine League Outstanding Achievement Award, University of Notre Dame Student Leadership Award, Phi Beta Kappa – member.

2008 CAMPAIGN VOLUNTEER WORK:

- January: Obama for America, South Carolina primary (1 week, Charleston)
- February: Obama for America, Massachusetts primary (2 weeks, Boston)
- August: Selected for inclusion in Steven Spielberg/Tom Hanks video tribute to veterans, "A Timeless Call," shown at the Democratic National Convention
- October: Colorado Coordinated Campaign (4 weeks, Denver/Greeley/Fort Collins/Aurora)

THE HONORABLE STEPHEN W. PRESTON

(b)(6)

Stephen W. Preston (b)(6) Appointed by the President with the advice and consent of the Senate, he was sworn in on July 1, 2009. By statute (b)(6)

Mr. Preston was previously a partner at the law firm of Wilmer Cutler Pickering Hale and Dorr LLP in Washington, DC, where he was co-chair of the Defense and National Security Practice Group, as well as a member of the Regulatory and Litigation Departments. He joined the firm in 1986.

Mr. Preston was Principal Deputy General Counsel of the Department of Defense from 1993 to 1995, during which time he served for an extended period as Acting General Counsel. From 1995 to 1998, he served as the Deputy Assistant Attorney General at the Department of Justice responsible for civil litigation in the courts of appeals on behalf of the United States. From 1998 to 2000, Mr. Preston was General Counsel of the Department of the Navy, a Presidential appointment requiring Senate confirmation.

A member of the District of Columbia Bar, Mr. Preston is a fellow of the American Bar Foundation and a member of the Council on Foreign Relations. He has been active with the American Bar Association Standing Committee on Law and National Security and, prior to his appointment, served on the board of directors of the Center for Strategic and Budgetary Assessments.

Mr. Preston has received the Department of Defense Medal for Distinguished Public Service (with bronze palm in lieu of second award) and the Department of the Navy Distinguished Public Service Award. More recently, he was presented (b)(6)

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Mr. Preston received a B.A. from Yale University and a J.D. from Harvard University. (b)(6)

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DANIEL B. PRIETO, III

(b)(6)

SUMMARY Private-sector senior executive and policy expert with 20 years proven experience in homeland and national security policy, technology, aerospace & defense, finance, management, and strategy seeking senior position in government.

EXPERIENCE **IBM GLOBAL BUSINESS SERVICES, PUBLIC SECTOR** **Washington, DC**
Vice President *March 2007–Current*
Practice Lead, Strategy & Innovation Consulting *August 2009–Current*
Director and Senior Fellow, Global Leadership Initiative (GLI) *March 2007–Dec 2011*

- Lead public-sector strategy-consulting organization. Responsible for all aspects of practice management, including mission and goal setting; business development; signings, revenue and profit; utilization and resource management; recruitment; reporting and compliance.
- Strategically restructured a 320-person \$125MM organization over a three-year period to create a high-end growth-oriented consulting practice focused on business strategy and technology strategy.
- Reduced headcount by 75% by transferring or removing commodity staff-augmentation projects, legacy healthcare business, and operations-strategy and organizational-change service areas.
- Streamlined organizational structure, refined solution offerings, and upgraded talent recruitment. Targeted growth in information strategy, cost reduction and efficiency, cloud, shared services, and economic development and sustainability. Achieved new wins in all targeted growth areas. Grew pro-forma year-to-year signings by 8% in a contracting market environment. Boosted per-capita productivity by more than 25%.
- Led thought-leadership campaigns for IBM Global Business Services' \$2.5B Public Sector division. Campaigns include homeland security information sharing, cybersecurity, "smarter government", and critical infrastructure and supply-chain resilience. Achieved 900% ROI on 2011 campaign investments.

EXPERT AFFILIATIONS **Washington, DC**
Founder and Co-Director, Working Group on Cyber Law, American Bar Association *2011–Current*
Member, Aspen Homeland Security Group, the Aspen Institute *2011–Current*
Member, Committee on Law and Justice, National Academy of Sciences *2011–Current*
Member, Homeland Security Intelligence Council,
Intelligence and National Security Alliance *2011–Current*
Senior Associate, Homeland Security and Counterterrorism,
Center for Strategic and International Studies *2010–Current*

COUNCIL ON FOREIGN RELATIONS **Washington, DC**
Adjunct Senior Fellow, Counterterrorism and National Security *October 2008–July 2009*
Project Director, Task Force on Civil Liberties and National Security *January 2007–September 2008*

- Managed planning and operation of task force chaired by Judge William Webster and former Sen. Bob Kerrey.
- Authored "War About Terror: Civil Liberties and National Security After 9/11," a comprehensive report on counterterrorism and civil liberties; terrorist detention, interrogation, and trial; and domestic intelligence.

STANFORD UNIVERSITY **Palo Alto, CA**
Visiting Scholar, Center for International Security and Cooperation *January 2008–September 2008*

- Researched and wrote on homeland and national-security related issues, including information sharing, domestic intelligence, and civil liberties.

THE REFORM INSTITUTE, HOMELAND SECURITY CENTER **Alexandria, VA**
Senior Fellow and Director *March 2006–February 2007*

- Founded and directed homeland and national security research program; provided expert analysis to national media and the public policy community, including testimony before the U.S. Senate.

KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY **Cambridge, MA**
Research Director, Homeland Security Partnership Initiative *September 2004–March 2006*
Fellow, Belfer Center for Science and International Affairs

- Researched and wrote on homeland security issues, with a focus on critical infrastructure, information sharing, technology, public-private cooperation, and the Department of Homeland Security (DHS).
- Provided expert commentary on homeland security and terrorism in wide range of print and broadcast media.
- Lecturer for graduate-level course on national security.

**HOUSE SELECT COMMITTEE ON HOMELAND SECURITY
DEMOCRATIC STAFF**

Council on Foreign Relations Fellow and Professional Staff Member

Washington, DC
May 2003–August 2004

- Managed Committee portfolios on information sharing, critical infrastructure protection, cybersecurity, information-technology, and DHS merger integration and management.
- Developed homeland security strategy and policies for Committee leadership and members; drafted legislation.
- Provided Congressional oversight of DHS; authored reports, briefing memos and questions.

ZG VENTURES, LLC

Vice President

Washington, DC
April 2002–May 2003

Consultant

December 2001–April 2002

- Developed strategy, financial models, and course design for education-related ventures, including In2Books, the largest provider of in-class and online literacy programs for under-resourced Washington, DC elementary schools, and for a Princeton-University interdisciplinary alumni course.
- Identified and recommended operating efficiencies and strategic cost-cutting measures adopted by In2Books COO, reducing \$9M operating expenses by 15-25% over 2 years.

INDEPENDENT CONSULTANT

Self Employed

Washington, DC
January 2001–July 2002

- Advised Middle East Institute President on strategic review, competitive re-positioning and finances.
- Advised MapNetwork CEO on strategy and finances; helped secure \$1.2M private-equity round.
- Advised PresenceWorks CEO on licensing instant messaging “presence” information from America Online.

AOL/AOL TIME WARNER

Director, Corporate Development, Business Affairs

Dulles, VA
January 2000–January 2001

Manager/Senior Manager, Corporate Development

October 1998–January 2000

- Responsible to senior executives and Board of Directors for corporate strategy and mergers & acquisition recommendations. Managed deal teams on due diligence, business modeling, deal structuring and negotiations.
- Co-led analysis and development of presentation to the Board of Directors recommending \$162B (at announcement) merger with Time Warner.
- Led enterprise-software due diligence and financial modeling for \$11B acquisition of Netscape; led execution team in \$525M acquisition of movie-ticketing company MovieFone; developed music strategy and led execution team in \$420M acquisitions of Spinner and WinAmp; assisted in \$1.1B acquisition of MapQuest.
- Led comprehensive analysis of vulnerabilities in AOL’s online advertising business and developed strategic recommendations.
- Authored first wireless strategy for AOL Anywhere. Provided strategic and financial analysis for U.S. wireless carrier deals; helped negotiate joint venture with Japan’s leading wireless carrier and ISP, NTT DoCoMo.

J.P. MORGAN & CO.

Associate, Technology, Media and Telecommunications Group

New York, NY
June 1996–October 1998

Analyst, Aerospace & Defense Group

October 1995–June 1996

- Provided corporate-finance and transactional advisory for internet, software and aerospace/defense clients.
- Managed various aspects of corporate mergers & acquisitions and equity offerings, e.g. marketing, due diligence, valuation, structuring, dilution and synergy analyses, contract negotiation, SEC filings, and closing.
- Provided M&A coverage of aerospace & defense industry. Advised McDonnell Douglas on \$16.3B merger with Boeing; Lockheed Martin on financing and privatization issues related to winning bid for \$1.1B NASA contract to build next-generation space shuttle; and ESCO Electronics on \$110M sale to GEC Marconi.
- Provided marketing and M&A coverage of the internet and software industries. Advised Trusted Information Systems on \$300M sale to Network Associates; Computer Associates on disposition of accounting and inventory management software divisions; and 24/7 Media on \$46M IPO.
- Other clients include: Sun Microsystems; Mitsui Electronics; Orbital Sciences; Gannett; Knight-Ridder.

ICF KAISER INTERNATIONAL / ICF CONSULTING GROUP

Associate, Global Change Division
 Research Assistant, Global Change Division

Washington, DC*June-August 1995**September 1991 August 1993*

- Advised US federal agencies, corporations, and international organizations on environment-related policy and projects related to chlorofluorocarbon and greenhouse gas reduction.
- Designed \$20M of technology transfer projects to re-engineer industrial processes at refrigeration, electronics, and tobacco plants in the Philippines, Poland and Thailand.
- Assisted U.S. federal agencies in authoring and implementing U.S. Clean Air Act Amendment regulations; helped design and write software package for states to report greenhouse gas emissions under Clean Air Act.
- Advised Mars, Inc. on strategic response to phaseout of refrigerant chemicals used in key production processes.

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

Junior Fellow

Washington, DC*December 1991-May 1992*

One of 11 selected nationally for annual Junior Fellows Program. Served as Editorial Assistant at *Foreign Policy*; edited and fact-checked manuscripts and developed story ideas. Managed summer intern recruiting.

**MEMBERSHIP/
HONORS/
AFFILIATIONS
& INTERESTS**

PROFESSIONAL MEMBERSHIPS: Life Member, Council on Foreign Relations. Member, Cosmos Club. National Advisory Council, Asian American Justice Center.

PAST HOMELAND SECURITY EXPERT AFFILIATIONS: Chair, Privacy and Civil Liberties Subcommittee, Homeland Security and Intelligence Council, Intelligence and National Security Alliance (INSA) (2011); Steering Committee Co-Chair, Center for National Policy (2010-2011); Council on Foreign Relations Cybersecurity Advisory Group (2010); Advisory Council, Center for American Progress/Third Way homeland security transition task force (2008); Member, George Washington University, homeland security transition task force (2008); Senior Fellow, Homeland Security Policy Institute (HSP), the George Washington University (2005-2008); Markle Foundation Task Force on National Security in the Information Age (2004-2009); Senior Advisor, U.S. Commission on the National Guard and Reserve (2007-8); CFR Private Sector and Homeland Security Working Group (2005-7); CSIS Beyond Goldwater Nichols IV working group (2006-7); Defense Threat Reduction Agency terrorism scenarios working group (2006); Aspen Institute/ Ford Foundation interoperable communications working group (2005-6); Century Foundation, Homeland Security Task Force (2005-2006); DHS Analytic Red Cell (2004-5); CSIS/ Heritage Foundation Working Group on Roles Missions, and Organization of the Department of Homeland Security, Chair, management working group (2004); CSIS Civil Security Working Group (2002-3); CSIS, Homeland Security Threat Advisory and National Warning Roundtable (2003)

HONORARY ACTIVITIES: Gernan Marshall Fund, Marshall Memorial Fellowship (2009); Atlantik-Brücke European Young Leaders conference, Kiev, Ukraine (2008, American observer); Atlantik-Brücke German-American Young Leaders Conference, Hamburg, Germany (2006); German Marshall Fund/Bertelsmann Foundation Young Leaders Transatlantic conference, Tremezzo, Italy (2004); Council on Foreign Relations International Affairs Fellow (2002-2003); Co-Chair, CFR Washington, DC Term Member Advisory Council, (2001-3)

EDUCATION AND COMMUNITY SERVICE: Founding Board member, Board Vice-Chair, Board Secretary, and Budget and Finance Committee Chair, Hope Academy Public Charter School (2005-7); tutoring and other various volunteer activities

START-UP ADVISORY: Board of Advisors, Qylur Security Systems, Inc. (2006-current); Board of Advisors/Board of Directors, Endai Worldwide (2000-current); Board of Advisors, The MapNetwork (2000-2007; acquired by Navteq; subsequently acquired by Nokia); Board of Advisors, PresenceWorks (2001-2004)

PERSONAL ACTIVITIES/INTERESTS: Travel, basketball, tennis, scuba diving, film, photography, piano
LANGUAGES: French proficiency

**EDUCATION/
AWARDS &
ACTIVITIES****JOHNS HOPKINS UNIV. SCHOOL OF ADVANCED INTERNATIONAL STUDIES (SAIS)****Washington, DC**

M.A. with Distinction, International Economics and International Law. GPA: 3.8

May 1995

- Co-President, Student Foundation; student representative, Curriculum Committee; President, International Law Society; teaching assistant to [REDACTED] applied macroeconomics. Honors: Paul Nitze Fellowship.

WESLEYAN UNIVERSITY**Middletown, CT**

B.A. with Honors, College of Social Studies. GPA: 3.6

June 1991

- Chairman of Cardinal Key Society, university tourguide, Contributing Editor of the *Wesleyan Review*, concert choir. Honors: Davenport Research Fellowship, Hansard Society/AmEx writing prize, Rich Prize for oratory.
- Nationally-ranked debater (3d place Team of the Year, 1991; 2nd place, individual events, National Debate Championship, 1991; 1st place, Princeton University, 1991; 1st place, Brown University, 1990)

PUBLICATIONS

- "Flatlined: Rethinking the Local Government Business Model for a Future of Low Revenue Growth," with David Edwards, IBM white paper, July 2012
- "Achieving a Dual Mission of Ensuring Security and Protecting Liberty," with Alex Joel and Mary-Ellen Callahan, Intelligence and National Security Alliance, November 2011
- "Opportunity and Challenge From Bin Laden's Death," Huffington Post, May 2, 2011
- "Smarter Government: Transformational Strategies to Cut Costs and Improve Performance," IBM white paper, 2010
- "Disaster Response 2.0: Learning From Haiti," with Adele Waugaman, Huffington Post, July 19, 2010
- "Meeting the Cybersecurity Challenge: Empowering Stakeholders and Ensuring Coordination," IBM white paper, February 2010
- *War About Terror: Civil Liberties and National Security after 9/11*, Council on Foreign Relations, February 2009
- "Stimulating Security," *Washington Times*, February 10, 2009
- "Terror War Now Obama's," *Baltimore Sun*, February 15, 2009
- *Global Movement Management: Strengthening Commerce, Security, and Resiliency in Today's Networked World*, IBM Global Business Services, 2007
- "The Limits and Prospects of Military Analogies for Homeland Security: Goldwater-Nichols and Network-Centric Warfare," *Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century*, proceedings of the 2007 Eisenhower National Security Series, U.S. Army War College, 2007.
- "Off the Shelf Security," *Bulletin of the Atomic Scientists*, May/June 2007
- "The Data Trail: Best Vector to Secure Aviation," with W. Scott Guild, *Washington Technology*, October 30, 2006
- "Homeland Security: The Next Five Years," testimony before the U.S. Senate Homeland Security and Governmental Affairs Committee, September 12, 2006
- "Information Sharing with the Private Sector," chapter in *Seeds of Disaster, Roots of Response: How Private Action Can Reduce Public Vulnerability*, Philip Auerswald, Lewis M. Branscomb, Todd M. La Porte and Erwann Michel-Kerjan, eds., Cambridge University Press, September 2006
- "Securing Public Transit: Needed Investments Won't Bust the Budget," *Washington Times*, July 7, 2006
- "On Harnessing Technology: Why eBay Matters for Homeland Security," *San Francisco Chronicle*, June 23, 2006
- "Security for a Nation in Motion", chapter in *The Forgotten Homeland*, Richard A. Clarke and Rand Beers, eds., the Century Foundation, June 2006
- "Capitalizing on the Private Sector to Protect the Homeland," with Stephen E. Flynn, special to the WashingtonPost.com, April 28, 2006
- *Neglected Defense: Mobilizing the Private Sector to Support Homeland Security*, with Steven E. Flynn, Council Special Report, Council on Foreign Relations, March 2006
- "The Eavesdropping Debate We Should be Having," with Bryan Cunningham, *Denver Post*, February 5, 2006
- "Data Mine: Stopping Identity Theft," *The New Republic*, December 19, 2005
- "Fits and Starts," with Christopher Kirchhoff, *Washington Times*, August 25, 2005
- "Mass Transit Security after the London Bombings," testimony before the Commonwealth of Massachusetts, Joint Committee on Public Safety and Homeland Security, August 4, 2005
- "Terrorists Strike in London: 'New Normal' Must Prompt Greater Preparation," *San Francisco Chronicle*, July 8, 2005
- "Ending Interagency Feuds," *Washington Times*, May 26, 2005
- "Technology Upgrade Urgency," with Drew Ladner, *Washington Times*, February 6, 2005
- "Bomb Threat Showed Absence of Safety Plan," with Robert Knake, *Boston Herald*, January 31, 2005
- "Ridge's Mixed Legacy on Homeland Security," *Chicago Tribune*, December 5, 2004

Edited Publications

- "Using Immutable Audit Logs to Increase Security, Trust and Accountability," Task Force on National Security in the Information Age, white paper, Markle Foundation, February 2006

Unattributed Publications, acted as sole, lead, or contributing author

- Homeland Security Report, WTOP Radio, thirteen pieces airing in spring-fall 2007
- Management chapter, *DHS 2.0: Rethinking the Department of Homeland Security*, James Carafano and David Hycynann, Heritage Foundation and Center for Strategic and International Studies, December 2004
- "Keeping Terrorists Out of America by Unifying Terrorist Watch Lists: Ten Requirements for an Effective Terrorist Screening Center," House Select Committee on Homeland Security, Democratic Staff, November

2003

- "America at Risk: Closing the Public Transportation Security Gap," House Select Committee on Homeland Security, Democratic Staff, May 2004
- "Protecting America's Critical Infrastructure," America at Risk: Closing the Security Gap, House Select Committee on Homeland Security, Democratic Staff, February 2004
- "Protecting America with Information Technology," America at Risk: Closing the Security Gap, House Select Committee on Homeland Security, Democratic Staff, February 2004
- "Preventing Attacks by Improving Intelligence," America at Risk: Closing the Security Gap, House Select Committee on Homeland Security, February 2004
- "Protecting Chemical Plants," America at Risk: Closing the Security Gap, House Select Committee on Homeland Security, February 2004

Sameer Punyani

(b)(6)

EDUCATION

The London School of Economics and Political Science, London, UK December 2011

Department of Government

- Master of Science: Comparative Politics • Concentration: Conflict Studies
- Overall Marks: High Merit (A-/B+ in U.S.) • Dissertation Marks: Distinction (A+/A in U.S.)
- Master's Dissertation: *The Effectiveness of High-Value Targeting: Degrading the Capacity of Al Qaeda and its Affiliates*
- Selected Coursework: Comparative Politics • Political Violence and Terrorism • Globalization and Conflict
- Selected Essays: *The Iraq War: A "New Wars" Theory View* • *Is Al Qaeda a Social Movement?* • *Post-Conflict Governance*

The Johns Hopkins University, Baltimore, MD May 2007

School of Arts & Sciences, Department of Political Science

- Bachelor of Arts: International Relations • Minors: Entrepreneurship & Management; Film & Media Studies
- Cumulative GPA: 3.55 / 4.00 • Honors: Graduated with Distinction of General Honors; Dean's List: 4 of 7 Semesters
- Study Abroad Experience: Quito, Ecuador; Salamanca and Madrid, Spain; Semester at Sea Program: University of Virginia

FOREIGN AFFAIRS & NATIONAL SECURITY EXPERIENCE

Center for Strategic and International Studies, Washington, DC March 2012 – Present

Research Intern, Wadhvani Chair in U.S.-India Policy Studies

- Researched and analyzed strategic issues in U.S.-India relationship; co-authored various publications and reports
- Topics included: bilateral economic ties, South Asia regional security, energy security, and India's changing international role

Security & Defense Agenda, Brussels, Belgium March 2012

Facilitator, Cyber Security Forum

- Moderated cyber security forum for week-long online security conference (Security Jam 2012); synthesized discussion points for inclusion in final report presented to May 2012 NATO Summit in conjunction with international think tank partners

Transparency International UK, London, UK February 2012 – Present

Peer Reviewer, Government Defense Integrity Index

- Reviewed and edited field-based research findings on defense and security corruption issues in Saudi Arabia and Yemen

Chatham House (Royal Institute of International Affairs), London, UK September 2011 – December 2011

International Security Program Intern

- Authored rapporteur reports for workshops on European security and defense and UK defense strategy in an age of austerity
- Performed research for security briefing for British Members of Parliament, drafted section on U.S.-UK security relationship
- Coordinated and executed Chatham House role as co-organizer of November 2011 London Conference on Cyberspace

POLITICAL EXPERIENCE

Executive Office of the President, The White House, Washington, DC February 2010 – August 2010

Advance Associate

- Advanced, planned, and executed event and transportation logistics for the President, Vice President, and White House Staff in conjunction with the Secret Service and U.S. Military including the Vice President's visits to Egypt (6/10) and Iraq (7/10)

Presidential Inaugural Committee 2009, Washington, DC December 2008 – February 2009

VIP Transportation Logistics Manager

- Organized and executed transportation logistics for cabinet secretary-designees, first and second extended family members, and select VIPs and guests in conjunction with the Armed Forces Inaugural Committee, Congress, and the Secret Service

Obama for America, Chicago, IL September 2008 – November 2008

National Advance Staff

Democratic National Convention Committee, Denver, CO January 2008 – September 2008

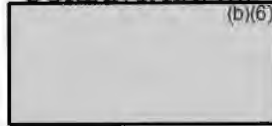
Associate Director of Transportation; Staff Assistant

SKILLS & INTERESTS

- Foreign Languages: Fluent in spoken and written Spanish • Proficient in spoken and written Hindi
- Computer Software: Adobe: InDesign / Photoshop / Premiere Pro • Mac: iFilm • MS Office Suite • NGP Campaign Office
- Personal Interests: Avid reader of International Relations journals and blogs • Travel • Rock Climbing • Football

DORIAN J. RAMOS

(b)(6)



EXPERIENCE

- 2012 – Present** **U.S. NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA)** **WASHINGTON, DC**
Nonproliferation Specialist (Contractor)
- Assist in coordinating Second Line of Defense program worldwide. Develop and implement country specific execution plans, specifically in Azerbaijan, Kazakhstan, Kyrgyzstan, Moldova, and Uzbekistan.
 - Support country strategic planning and long range/annual budget analysis.
 - Manage planning for the Border Monitoring Working Group, joint effort with International Atomic Energy Agency and the European Commission – Joint Research Centre.
 - Support the installation and deployment of radiation detection equipment to sites across Eastern Europe and Central Asia.
 - Assist in training local law enforcement and border guards of host countries in the use of radiation detection equipment.
 - Coordinate projects with U.S. Department of Energy (DOE) national laboratories and technology centers.
- 2011 – Present** **WOMEN IN INTERNATIONAL SECURITY, DC Chapter (WIIS)** **WASHINGTON, DC**
President
- Stood up the local DC chapter of Women in International Security (WIIS).
 - Manage membership and U.S. Government WIIS-DC liaison recruitment – currently 4,000 + members.
 - Manage Chapter website, social networking sites, and outreach.
 - Develop member workshops, networking contacts, guest speaker events, and social events. Create opportunities for leadership, skill-development, and mentoring among members (entry, mid, and senior level) to improve female representation in U.S. and international security fields.
- 2012 – Present** **PROJECT ENYO** **WASHINGTON, DC**
Senior Research Associate
- Research and write articles on issues of modern U.S. military women, including but not limited to: leadership, career, personal life decisions and lessons learned. Currently researching women in special operations, history of women in combat, current societal perceptions of military women, and wounded service women.
 - Assist with project outreach – volunteers to interview and share their stories and experiences in the U.S. military.
 - Manage website, social networking sites, media and library.
- 2011- 2012** **U.S. NATIONAL NUCLEAR SECURITY ADMINISTRATION** **WASHINGTON, DC**
Nuclear Nonproliferation Graduate Fellow
- Supported senior staff of NNSA's Second Line of Defense program. Drafted issue papers, briefing materials and talking points on international nuclear nonproliferation issues in support of international events and conferences.
 - Worked within the Interagency – the Departments of State, Defense, Homeland Security, the Office of Management and Budget (OMB) and the National Security Council – to obtain input on key nuclear nonproliferation reports and policies.
 - Participated in working groups on the Maritime and Port Security Plans Program and the Nonproliferation Export and Border Control Assistance Program.
 - Prepared responses to Congressional, Government Accountability Office, OMB and press inquiries. Composed press releases for the Second Line of Defense program.
- 2008-2011** **EADS NORTH AMERICA** **WASHINGTON, DC**
Project Assistant, Transport & Mission Aircraft and Strategy & Integration Departments
- Planned and executed high level "Federal Market" symposium with 100 senior European EADS, defense industry, and U.S. government attendees.
 - Supported departmental operations: created databases, spreadsheets, presentations on military aircraft programs (UH-72 Lakota, HC-144 Ocean Sentry, A400M).
 - Assisted on proposals for new capture efforts for U.S. Special Operations Command (USSOCOM).
 - Conducted research in support of existing and new business opportunities in the aerospace and defense sector.
- 2008** **SAINT ANDREW'S REFUGEE MINISTRY** **CAIRO, EGYPT**
Instructor
- Instructed 30 Sudanese refugee students; developed lesson plans and established course goals.

- 2005 U.S. DEPARTMENT OF HOMELAND SECURITY WASHINGTON, DC
Private Sector Office Intern
- Analyzed data of U.S. border crossing wait times and visa entries pre-and-post 9/11 periods.
 - Lead effort to secure commercial sector funding and disaster aid in support of Hurricane Katrina recovery efforts through the "Adopt a Business" program.

EDUCATION

- 2010-2013 GEORGETOWN UNIVERSITY WASHINGTON, DC
Masters of Arts degree in International Affairs.
- Thesis: *Containing Iran: Lessons from the Cold War.*

- 2008 AMERICAN UNIVERSITY IN CAIRO CAIRO, EGYPT
Professional Graduate Enhancement Coursework, Middle East Studies.

- 2003-2007 SAINT OLAF COLLEGE NORTHFIELD, MN
Bachelor of Arts degree in Political Science.
- Extensive study abroad: Turkey, Morocco, Egypt, Greece.
 - Bogazici University, Istanbul and American University in Cairo, Egypt. Focus on Middle East and North Africa affairs.
 - Washington Semester Program, American University, Washington, DC. Research project: "The Importance of Remittances in Central America." Field experience in Brazil.

PERSONAL

- (b)(6)
- Fluent in Spanish, intermediate Portuguese, beginners Arabic, beginners Russian.
 - Extensive travel through Latin America, Middle East and North Africa, and Central Asia.
 - 2012 Field Organizer Fellow for Obama Campaign in Virginia
 - 2013 The OpEd Project Participant.
 - Women in Defense Member.

JONATHAN REIBER

(b)(6)

SUMMARY OF EXPERTISE

- Over five years experience in security and policy analysis, including with the UN Peacekeeping Mission in Sudan.
- Specialization in foreign and security policy; South Asian, African, and Islamic affairs; counterinsurgency; counterterrorism.
- Excellent writing, editorial, public speaking and management skills.
- Language skills: Italian (General Professional Proficiency) and French (Proficient).

EXPERIENCE

BARACK OBAMA'S PRESIDENTIAL CAMPAIGN

WASHINGTON D.C.

Assistant to Richard Danzig, Senior Advisor to Barack Obama

February 2008 to December 2008

- *Full-time volunteer.* Provided policy and staff support to former-Secretary of the Navy, covering U.S. foreign and defense policy; South Asian, Middle Eastern, European, and Islamic affairs; Pakistan's security sector; counterterrorism; counterinsurgency; defense procurement and defense priorities for the next administration.
- Prepared analytical memos, talking points, background memos, media summaries, and larger analytical reports.
- Staffed Secretary Danzig at briefings, campaign events, meetings, conferences, and at the Democratic Convention.

Field Associate, Primary and General Elections

January, February, October and November 2008

- *Full-time volunteer. Massachusetts Field Associate, Massachusetts Campaign Headquarters:* Coordinated town-captains in over forty Massachusetts towns and cities for the February 5th Primary Election.
- *Full-time volunteer. Virginia Field Associate, Norfolk North Field Office:* Recruited and coordinated a national security/military affairs volunteer cohort for the last two weeks of the General Election in Virginia.
- *New Hampshire Full-time Volunteer, Bedford, Dover, and Manchester Staging Locations and Campaign Offices:* Canvassed and organized volunteers for the last two weeks of the New Hampshire Primary.

ERGO a geopolitical intelligence and consulting firm, specializing in emerging and frontier markets

WASHINGTON, D.C.

Research Manager (consulting)

August 2007 to present

- Lead research in geopolitical intelligence and political risk, covering Pakistan, North Africa, and The Middle East.
- Responsibilities include in-country source recruitment and relationship development; research, analysis, writing; management of on-the-ground research partners; production of documents between 200 and 500 pages; client outreach.
- Project leader on political stability and future scenarios in Pakistan; the future of the Pakistan Army; social and political trends in Iraq, Egypt, Algeria and Sudan; ethnic and tribal groups of Iran; due diligence of business leaders in Syria; economic and regulatory analysis in Turkey; port security and port development in Nigeria; maritime security barriers.

UNITED NATIONS PEACEKEEPING MISSION IN SUDAN

KHARTOUM, JUBA, EL-FASHER; SUDAN

Policy Planning Advisor, Departments of Civil and Political Affairs

May 2006 to August 2006

- Drafted and coordinated policy programs for the Darfur-Darfur Dialogue/negotiations in the Darfur region of Sudan. Conceived early warning systems in Southern Sudan and UN public diplomacy towards Islamist groups in Sudan.
- Conducted interviews regarding Sudanese-based Islamist movements and their narratives of jihad, resistance, and cooperation with the West (including extensive interviews with Hassan al-Turabi and Sadiq al-Mahdi).

THE FLETCHER FORUM OF WORLD AFFAIRS

MEDFORD, MA

Editor-in-Chief

May 2006 to May 2007

- Oversaw all aspects of Fletcher's journal of international affairs, including article commissioning and article development, staff development, journal production and printing, and business development. Managed editorial and marketing staff of twenty-four. Commissioned and edited articles by leading thinkers and actors in international affairs.

HARVARD UNIVERSITY: JOHN F. KENNEDY SCHOOL OF GOVERNMENT

CAMBRIDGE, MA

Assistant to Professor [REDACTED] ^{(b)(6)} *Central Challenges of U.S. Foreign Policy*

December 2006 to May 2007

- Worked closely with a United States policymaker and professor of foreign and defense policy to formulate case studies, readings and teaching tools for a leading foreign policy course at the Kennedy School of Government.
- Drafted in-depth policy case studies on United States foreign policy in Sudan and energy security and climate change. Graded student memos and presentations and tutored students' in policy writing.

THOMAS J. WATSON FELLOW SOUTH AFRICA, MOZAMBIQUE, INDIA, ITALY, TURKEY, CYPRUS

Project Title: Religious Identity and Political Violence July 2001 to August 2002

- Embarked on a yearlong multinational study of religion and conflict in the post-9/11 world in India, South Africa, Mozambique, Italy, Turkey and Cyprus.
- Conducted over two hundred interviews regarding political violence, identity, economic development and conflict.

INSTITUTE FOR GLOBAL MARITIME STUDIES GLOUCESTER, MA

Senior Fellow January 2008 to present

- Fellowship in Indian Ocean affairs, international security, and climate change.

TRUMAN NATIONAL SECURITY PROJECT WASHINGTON, D.C.

Truman National Security Fellow December 2008 to present

- Fellowship in security affairs and public policy.

SEABURY BOOKS/CHURCH PUBLISHING INC. LONDON, UK

London Editor October 2003 to May 2005

- Initiated and managed the company's London office, responsible for all publishing efforts in Europe.
- Commissioned and published books on political and social identity, economic development and just war theory.
- Acquired books for co-publication, liaised with European publishers and conducted market research.

EPISCOPAL DIOCESE OF MASSACHUSETTS BOSTON, MA

Assistant for International Affairs, Episcopal Bishop of Massachusetts October 2002 to September 2003

Policy Associate, Episcopal City Mission (ECM)

- Drafted speeches, talking points, op-eds, press releases; organized events relating to Iraq, Israel, Palestine, and Africa.
- Served as press officer and policy advisor for a fact-finding mission to Israel and Palestine.
- Coordinated the Diocese of Massachusetts' efforts regarding affordable housing and homelessness.

INTERNATIONAL CENTER FOR RELIGION AND DIPLOMACY WASHINGTON, D.C.

Ronald H. Brown Fellow May 2000 to August 2000

- Lead policy researcher on self-determination movements in the Sudan and the Sudanese civil war in the South, Egyptian and Sudanese constitutional development, international law, and *Shari'a* (Islamic law).
- Conceived, designed and organized an international panel on religion and conflict that was held at the State of the World Forum in 2000.

EDUCATION

M.A.L.D., THE FLETCHER SCHOOL OF LAW AND DIPLOMACY MEDFORD, MA

Sherry Mueller Scholar in Educational and Cultural Diplomacy 2005 to 2007

- Field specializations: International Security Studies and U.S Foreign Policy (in South Asia and the Islamic World).
- Relevant course work in: foreign and defense policy planning; South Asian, Central Asian, and Middle Eastern history; terrorism, counter-terrorism and counterinsurgency operations; international law and organizations; international economics and international business; international development; oceanic history and maritime affairs.
- Master's Thesis: *The Crescent and the Crown: Muslim Extremism in the United Kingdom*. Thesis explored the role of South Asian Muslim diaspora communities in fostering extremism in the United Kingdom and the relative successes and failures of British counter-extremism policies.

A.B., MIDDLEBURY COLLEGE MIDDLEBURY, VT

Major in Religious Studies. College Scholar, Deans List, Departmental Honors, cum laude 1997 to 2001

- Honors Thesis: *The Public Politics of Dorothy Day and Thomas Merton, 1939-1963*.
- Head Coordinator, "One More Step" Mentor Program, *Foundation for Excellent Schools* (Cornwall, VT). Managed mentor programming at five Vermont and New York schools.
- Director, Middlebury College Peace Symposium.

RELEVANT CONFERENCES

CSIS/NDU Conference: Afghanistan and Pakistan on the Brink 2008
Invited Participant

Aspen Strategy Group: U.S.-India Strategic Dialogue 2008
Invited Observer

REFERENCES

[Redacted] (b)(6)

ADDITIONAL INFORMATION

Computer skills: MS Word (2003-2007), MS Excel (2003-2007), MS PowerPoint (2003-2007).

[Redacted] (b)(6)

Mark Ribbing

In August 2009, Mark Ribbing was appointed by the Obama administration to serve as Special Assistant to Secretary of the Navy Ray Mabus. In this role, Ribbing works in the office of the Navy's Chief of Information, helping the service develop effective public-communication strategies in support of its programs and operations worldwide.

Since joining the administration, Ribbing has produced policy memoranda and briefing materials on some of the most vital issues facing the Navy and Marine Corps, including ballistic-missile defense, international energy strategy, and the evolving Asia-Pacific security landscape.

When President Obama tapped Secretary Mabus to oversee the long-term environmental and economic restoration of the Gulf Coast in the aftermath of the Deepwater Horizon oil spill, Ribbing joined the Secretary's Gulf Coast Recovery Team. He participated in environmental-policy deliberations with White House staff; organized public meetings for Secretary Mabus in Louisiana; and wrote speeches for the Secretary and other administration officials.

A native of Missouri, Ribbing attended Yale College, where he graduated in 1992 with a Bachelor of Arts degree in history. In 1995, he received a Juris Doctor degree from Columbia Law School, with certification from the Parker School of Foreign and Comparative Law.

After working briefly as a lawyer and editorialist for the Lehman Communications Corporation, a Colorado newspaper group, Ribbing joined *The Baltimore Sun* in 1997 as a reporter covering the deregulation and expansion of the telecommunications and high-technology industries.

In April 2001, he became a senior speechwriter for New York Mayor Rudolph Giuliani, writing on the full span of topics facing the leader of the nation's largest city. From September 11 until the end of the mayor's term on December 31, Ribbing worked to help meet the unprecedented communication needs arising from the terrorist attack at the World Trade Center.

Ribbing then returned to his original hometown of St. Louis, where he joined the staff of Mayor Francis Slay. Ribbing worked as a speechwriter and crime-policy aide, and became involved in the administration's deepening efforts to reform the city's public-school system. He left City Hall to focus on this issue, serving as the startup project manager for a public charter school. While in St. Louis, Ribbing served in the U.S. Coast Guard Auxiliary, participating in security patrols on the Mississippi River.

In 2007, Ribbing joined a Washington, DC-based think tank, the Progressive Policy Institute. As PPI's director of policy development, he drew upon his experience in law, government and journalism to formulate, write and edit policy materials across a broad range of subject areas.

Along with PPI President Will Marshall, Ribbing co-edited the book *Memos to the New President*, a collection of policy prescriptions written by leading experts in defense, energy, education, and other fields. Ribbing's articles have appeared in numerous publications, including *The Wall Street Journal*, *The Christian Science Monitor*, and *U.S. News and World Report*.

During the 2008 presidential campaign, Ribbing served as a volunteer assistant to former Secretary of the Navy Richard Danzig, a senior national-security adviser to Barack Obama.



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.

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, 176th 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, 45th 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

EDUCATION

The George Washington University **Washington, DC**
Master of Arts, International Affairs **December 2011**
Concentration: Security Policy Studies **GPA 3.81**
• Selected Coursework: Budgeting in 21st Century Defense, Defense Programs & Analysis, Transnational Threats, Forward Engagement, U.S. National Security Policymaking, Politics of International Security

Johns Hopkins University **Baltimore, MD**
Bachelor of Arts, International Studies **May 2005**
Concentration: Global Security **Departmental & General Honors, GPA 3.73**
• Selected Coursework: Political Violence, National Security in the Nuclear Age, Issues in International Relations, American Foreign Policy, Contemporary International Politics, Realism/Liberalism

PROFESSIONAL EXPERIENCE

Center for Strategic and International Studies **Washington, DC**
Fellow, International Security Program **August 2012-Present**
• Lead analyst and manager of a CSIS study that is intended to develop a set of fiscally and politically sustainable U.S. nuclear force structure options for the near-, mid-, and long-term. Responsible for articulating a range of plausible, cost-informed, and strategy-driven nuclear forces, leveraging CSIS assessments of the future security environment and CSIS efforts to map a nuclear consensus across the political spectrum.
• Key analyst and contributor to the CSIS Defense Drawdown study, which is intended to preserve U.S. defense strategy amid reduced budgets and purchasing power. Principal activities include providing a near-, mid-, and long-term perspective to a range of analytic and writing efforts, such as articulating a budget- and strategy-informed "Future Affordable Force" and developing a range of strategy options that consider implications for defense capabilities and posture.
• Responsible for injecting risk perspectives into a range of CSIS defense and national security projects, placing specific emphasis on identifying, assessing, and managing future risks, threats, and challenges.
• Informal participant in a range of CSIS projects on topics such as: exploring public health dimensions of the U.S. rebalance to the Asia-Pacific, and adapting U.S. policy to meet global trends and challenges between now and 2030.

U.S. Department of Defense (via IPA agreement) **Washington, DC**
Strategist, Office of the Secretary of Defense (Policy) **December 2008-August 2012**
• Served as one of the principal action officers in OSD(P) working on the Department of Defense's Presidentially-directed comprehensive review of America's missions, capabilities, and role in a changing world. Supported senior Department of Defense and OSD(P) leadership in adapting the Department of Defense's strategy and force planning construct to meet demands of an evolving strategic and fiscal environment.
• Led efforts at the front-end of the comprehensive review to envision, develop, and articulate a range of strategy options that shaped senior Defense and OSD(P) leadership perspectives on the Department's evolving strategic aims and the means needed to achieve these goals.
• Played a central role in envisioning the content and managing the drafting and coordination process of the Department of Defense Strategic Guidance, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*. This document, released in 2012, articulated the President and the Secretary of Defense's priorities.
• Contributed to the 2010 QDR, playing a key role in developing and managing the Review's risk process and drafting the risk assessment chapter that appeared in the Review. Also supported a range of other 2010 QDR activities, to include identifying key trends in the future security environment, managing and tracking QDR inputs received through coordination, and facilitating Department of Defense outreach efforts with key external audiences.
• Led a team comprised of representatives from across the Department during the 2010 QDR in developing a framework for thinking about the nexus between economic and national security issues.
• Collaborated with civilian and military counterparts across the Department – and at times with U.S. government interagency counterparts as well as the think tank community – to develop a range of geopolitical and functional initiatives, to include considering the future of 21st century U.S. alliances, developing a new DoD enterprise-wide approach to risk, and identifying, assessing, and managing future Defense challenges.

**Center for Strategic and International Studies
Research Assistant, International Security Program**

**Washington, DC
February 2007-December 2008**

- Provided research assistance for the CSIS Task Force on Nontraditional Security Assistance (report released in January 2008) and Beyond Goldwater-Nichols Phase 4 Governance (report released in March 2008).
- Drafted CSIS independent assessments for a U.S. government client on topics including: transformation, building global partnerships, special operations forces, and global posture.
- Contributed to a net assessment of the Department of Homeland Security Preparedness Directorate's strategy, policy, and planning activities by providing research assistance and drafting the CSIS chapter of the project's final (unpublished publicly) report.

**Center for Strategic and International Studies
Coordinator, Homeland Security Program**

**Washington, DC
July 2005-February 2007**

- Conducted research in support of U.S. government and privately-funded projects on: crisis decision making, bioterrorism, science and technology R&D, domestic intelligence, and critical infrastructure protection.
- Project Manager: "Homeland Security Strategy Forum" dialogue series and the "Senior Executive Education Course on Bioterrorism," a two-week seminar series for senior Taiwanese officials.

**The Johns Hopkins News-Letter
Editor-in-Chief**

**Baltimore, MD
May 2004-May 2005**

- Oversaw all aspects of the Johns Hopkins University student newspaper, to include editorial decisions and management of a 110-person staff as well as a \$90,000 annual budget.
- Led the News-Letter to the Associated Collegiate Press Pacemaker Award, college newspaper's highest honor.

**Center for Strategic and International Studies
Intern, Homeland Security Program**

**Washington, DC
Summer 2004**

- Researched and wrote portions of a report on general aviation threats and vulnerabilities
- Provided research assistance for CSIS-Heritage Foundation report, *DHS 2.0: Rethinking the Department of Homeland Security*, which recommended numerous policy, management, legal, and organizational changes, many of which were ultimately adopted by the Executive and Legislative branches.

**The Brookings Institution
Intern, Center for Public Service**

**Washington, DC
Summer 2003**

- Contributed to a study examining how print media outlets portray the effectiveness of the U.S. government.

VOLUNTEER EXPERIENCE

**Organizing for America
Volunteer**

**Washington, DC/Virginia
Fall 2012**

- Participated in a range of activities in Washington D.C. and Virginia, to include in-person canvassing and making "get out the vote" and "persuasion" calls to battleground states. Also attended training sessions/rallies.

PUBLICATIONS

- Reports:**
- *Planning for Stability Operations: The Use of Capabilities-Based Approaches*, co-authored with Kathleen Hicks (CSIS: December 2007) p. 1-61.
 - *The Future of DoD Civil Affairs Forces*, contributing author with Kathleen Hicks and Christine Wormuth (CSIS: February 2009) p. 1-46.
- Book Chapters:**
- "Completing the Transatlantic Nuclear Bridge: A U.S. View" in *U.S. - U.K. Nuclear Cooperation After 50 Years* (CSIS: July 2008) p. 60-71.
 - "America's Domestic Security" in *Five Years After 9/11*, co-authored with David Heyman (CSIS: September 2006) p. 15-25.
- Case Studies:**
- "Civil Affairs in the Persian Gulf War, Bosnia, and Kosovo" (CSIS: February 2009) p. 1-35.
- Thesis:**
- *Paving the Pathway to Peace: How State Misperceptions Reduce the Frequency of War* (2005) p. 1-137.

ADDITIONAL QUALIFICATIONS

- Honors:** Office of the Secretary of Defense Medal for Exceptional Public Service (2011), Johns Hopkins University Louis Azrael Fellowship (2005), Johns Hopkins Student Excellence Award for Leadership (2005)

Anthony Robinson

(b)(6)

- Professional with over 10 years of experience leading corporate marketing and internal communications for multimillion-dollar companies across diverse industries.
- Respected leader of creative teams, multimedia divisions and corporate communications departments. Conceptualize and orchestrate marketing campaigns that effectively reinforce and build brand images.
- Highly skilled in the technical, conceptual and content development of sales-driving collateral. Proven ability to drive record-high marketing campaign response-rates and execute successful product launches.

Skills

- Marketing Strategies & Campaigns
- Corporate Communications
- Creative Team Leadership
- Product Positioning & Branding
- Web & Print Content Development
- Focus Group & Market Research
- Development of Policy & Training Materials
- Public & Media Relations
- Excellent Oral & Written Communication Skills

Professional Experience

INTL MEDIA SERVICES/VOICE OF RUSSIA - Washington, DC

Producer & Media Relations 6/2011 to Present

Cover national and international news stories as assigned and report the facts on station's newscasts, recorded programs and/or during other live broadcasts, either in the studio or on location. Write press releases, scripts, lead-ins, cues and bridges as requested by bureau management. Communicate with national and international news outlets, assignment editors and managers regarding story development, progress in the field and/or breaking news stories. Build relationships with the international community and their leadership for the purpose of developing connections for story leads.

Selected Accomplishments:

- Serves as a lead correspondent for international news liaison on a variety of topics including: military defense, national security, and international development.
- Coordinated media events for foreign dignitaries Sergei Lavrov (Russian Foreign Minister) and Pavel Astakhov (Children's Rights Commissioner for Russia).

CBS MEDIA WASHINGTON - Lanham, MD

Director, Communication & Branding Services 1/2008 to 4/2011

Assistant Director, Marketing & Events 1/2006 to 1/2008

Director, Promotions 2/2005 to 1/2008

Manage corporate marketing and communications functions, overseeing a budget in excess of \$125,000 and 12-member team. Direct brand management, PR, media relations, corporate positioning, product launches, sales collateral and event marketing.

Selected Accomplishments:

- Developed and launched integrated, multi-channel print, web and direct marketing campaigns that propelled yearly sales in excess of 12 million dollars.
- Collaborated on market launch of 3 new properties in the Washington DC area. Identified opportunities, researched new product possibilities, collaborated with engineering team on use of new digital systems for improved performance.

- Researched, reviewed, and disseminated information related to federal policy issued by the Federal Communications Commission.
- Performed ongoing customer/market research and demographic profiling to identify and capitalize on unmet market needs ahead of the curve.
- Produced media kit that demonstrated key marketing analytics and demographics for use in presentations. Efforts were credited as instrumental in closing numerous high-level deals.

ENTERCOM COMMUNICATIONS – Greensboro, NC
Broadcast Systems Operator, 1/2001 to 2/2005
Production Director, 1/2001 to 2/2005

Coordinated with multiple departments to expedite broadcasting of deliverables according to specifications required by the FCC, Entercom Communications and the client.

- Expanded client base by 78% in four years by consistently delivering goal-surpassing marketing results and ensuring complete client satisfaction.
- Analyzed and identified broadcast system issues and made recommendations to the developers. Provided analysis and input for new system implementation plans. Took assertive action to overcome obstacles, mitigate risk and resolve issues.

UNITED STATES MARINE CORPS RESERVE –
Ground Supply Administrator (E-4), 6/1993 to 2/1999

- Managed wholesale supply accounting contracts within multiple units. Task included multimedia data entry, scanning and retrieval systems functions, generating routine reports, and performing technical research functions for customer inquiries, in addition to requisition and procurement processing.
- Reviewed reports to prepare necessary accounting and supply documents, performed reconciliations, and took timely action to ensure corrective action of problem areas.

Professional Organizations

Truman National Security Project	Member, Veteran Leadership Academy '12
Care & Share Foundation	Board of Directors
Toastmaster International	Member, VP Education
Alpha Phi Alpha Fraternity Inc.	Member

Technology

Software:	MS Office Suite (Word, Access, Excel, PowerPoint), Photoshop, Gimp Digital Editor, Xtrends Market Analytics, LexisNexis
Web/Multimedia:	WordPress, Adobe Audition, Sony Vega Video Editor, Web Server Administration, Content Management Systems

Education

NORTH CAROLINA A&T STATE UNIVERSITY – Greensboro, NC
Bachelor of Science, 5/1998

- Major: Biology | Minor: Education

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE – Adelphi, MD

Master of Business Administration, 1/2011 - expected date of completion 12/2013

- Major: Marketing

References Available upon Request

JUSTO ROBLES III

My experience is rooted on working with communities to conceive and execute solutions through political means. Through my work with labor unions such as the California Teachers Association; community organizations such as National Council of La Raza; and prominent religious and political leaders (both Democrats and Republicans), I have learned that we all share a common interest to better understand how to reconcile and solve the challenges of providing world class education, adequate health care, and a strong national security. My education and experience have honed my capacity to analyze problems, draft arguments, and efficiently present ways to approach situations in different settings. I am fluent in Spanish with a serious interest in learning through and from different communities and cultures.

B.A. in International Relations and Political Science
(Double Major with emphasis: International Law and American Public Policy)
San Francisco State University, San Francisco, CA (2005)

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- Department of Homeland Security: *Correspondence Analyst (Political Appointment)*** **April, 2009 – Present**
 Coordinate communication between Secretary Napolitano and other government entities. Duties include drafting, editing, and coordinating responses between Departments on behalf of the Secretary. I also assisted the White House Liaison in researching, vetting, and advising the development of the Homeland Security Advisory Committee.
- Senator Michael Bennet (D-CO) National Finance Committee: *Fundraising Associate*** **March, 2009**
 Assist the fundraising team to schedule and coordinate call time with Senator Bennet and donors. Maintained the fundraising database of donors. Duties included preparing fundraising briefs for the Senator and maintaining relationships between the campaign and community leaders.
- Presidential Inaugural Committee: *Political Assistant*** **December, 2008 – January, 2009**
 Assist the political department in maintaining relations with elected officials and prominent supporters on behalf of the Presidential Inaugural Committee. As Political Assistant I prepared and conducted briefs for principals and coordinated multiple activities.
- Obama for America, General Election: *Colorado Deputy Political Director*** **June, 2008 – November, 2008**
 I was given wide latitude to take initiative and entrusted to make important decisions. In my capacity as Deputy Political Director I managed the campaign relationships with elected officials and prominent campaign supporters. Responsibilities included: preparing political briefs, staffing elected officials and prominent state and national leaders, and facilitating surrogate requests from the communications, field, policy and constituency teams. In addition I established effective systems for monitoring the public activities of opponents, coordinated information flow, and prepared reports which contained analysis, internal polling, and recommendations that were timely and useful to the overall campaign.
- The Strategy Group / Norma Torres for Assembly, District 61, CA.: *Campaign Manager*** **March, 2008 – June, 2008**
 Managed paid and volunteer staff in a successful primary campaign. Responsibilities included: political outreach, field operations, fundraising coordination, and scheduling. The campaign that I managed resulted in a twenty-point margin of victory, in a field of four candidates. The campaign required managing the staff, the candidate, and her family to assure discipline in message and action.
- Obama for America, Primaries:** **March, 2007 – March, 2008**
- Regional Political Director: El Paso, TX***
 Secure endorsements and maintain the relationship between the campaign and elected officials and super-delegates in the El Paso region of Texas. Also staff, brief, and prepare surrogate events in the region.
- Director: Nevada Youth Vote***
 Develop and implement the youth vote and Latino outreach plan for turning out youth voters. This required the identification, training and management of a constantly changing cadre of volunteers.
- Latino Outreach: New Mexico***
 Organize field operations in the Latino and union delegate-heavy southern region of New Mexico.
- Deputy Field Director: Chicago***
 Mobilize and organize support behind Senator Obama by developing a network of volunteers in Chicago to provide local and nationwide support to the campaign. This required, in part, coordination of the Sister City Program that linked Obama supporters in Illinois with those in Iowa. I also coordinated Camp Obama which trained volunteers to be more effective in Chicago and in the four early-primary states. Developed a grassroots network of Latino supporters in Chicago with connections nation-wide to support activities in Latino-dense states.
- Office of the Mayor: San Francisco: *Assistant to the Liaison to the Asian-American Community and Latino Community***
2004 – 2005
 My responsibility was to strengthen the connection between the Mayor's Office and the Chinese-American community. This included presentations and meetings with the press, organizations and other political offices in city hall.
- Gavin Newsom For Mayor Campaign**
2003 – 2004
 Managed volunteers and voters in a predominantly Latino district of San Francisco. Organized meetings with leaders of Latino organizations in order to coordinate the strategy for mobilizing voters. Worked to include minority organizations.

ERIC ROSENBACH

(b)(6)

(b)(6)

2011-pres. GOOD HARBOR CONSULTING

Washington, DC

Principal, Global Cybersecurity Practice Lead: Manage all aspects of quickly growing cybersecurity practice that provides strategic advice to private sector clients seeking to mitigate exposure to risk from cyber threats.

- Lead all aspects of effort to develop and build the firm's first-ever cybersecurity practice.
- Led development of analytic tools to assess the risk and cost of cyberattacks for two of the nation's largest telecommunications firms and a large cloud service provider.
- Provide clients in telecom sector with assessments of proposed White House cybersecurity legislation.
- Developed team training and mentoring program to improve professional and consulting skills.
- Participated in bi-lateral discussion in Beijing focusing on US-Chinese relations in cyberspace.

2010-2011 MARKLE FOUNDATION

Washington, DC

Managing Director for National Security: Led the Foundation's work to develop innovative national security policy solutions for the federal government and synergetic partnerships between the public and private sectors.

- Led effort to devise a vision and strategy for a high-level task force on cybersecurity.
- Stood-up and managed all operations in newly established DC office with annual budget of \$4M.

2007-pres. HARVARD KENNEDY SCHOOL

Cambridge, MA

Lecturer: Teach graduate-level courses on cybersecurity, counterterrorism and international policy analysis.

- Developed and taught, along with Richard A. Clarke, the first-ever cybersecurity policy course at Harvard.
 - Conducted two simulation exercises illuminating the cyber threat from China and organized crime.
 - Delivered blocks of instruction focusing policy frameworks for and legal issues of cybersecurity.
- All courses received evaluations ranking in the top ten percent of Kennedy School.
- Named "Faculty Advisor of the Year" by the Kennedy School for 2008-2009.

Executive Director, Belfer Center for International Affairs (2007-2010): Led and managed organization comprised of more than 200 faculty, fellows and staff dedicated to producing policy-relevant knowledge and educating future leaders in international affairs.

- Provided day-to-day leadership and management for Center operations, including issues related to contractual agreements, personnel, funding and communications.
- Managed annual operating budget of \$20M; provided strategic planning for Center's \$80M endowment.
- Directed a multi-million dollar joint Harvard/MIT research project on the future of cybersecurity policy.
 - Lead multiple research projects to develop analytic frameworks to assess the significance of the cyber threat to the United States.
 - Provide senior decision-makers with recommended options on foreign policy and international legal initiatives that would improve the nation's cybersecurity.
- Directed DNI-sponsored project focusing on the nexus of intelligence and policy.
- Led project to provide analytic support the Joint Chief's Pakistan-Afghanistan Coordination Cell (PACC).

2008-2009 BARACK OBAMA FOR PRESIDENT

Washington, DC

Policy Advisor: Supported President Obama's Intelligence and Counterterrorism policy teams, led by (b)(6) and (b)(6) with memos, research and talking points during the 2008 campaign.

- Member of team that produced and executed a crisis planning exercise for full cabinet in January 2009.

2005-2007 UNITED STATES SENATE

Washington, DC

Professional Staff Member and National Security Advisor: Served concurrently as the national security advisor for Senator Chuck Hagel and a professional staff member on Senate Select Committee on Intelligence.

- Led and authored two formal Senate Intelligence Committee investigations of intelligence on Iraq.
- Led committee oversight of all Intelligence Community counterterrorism programs, including extensive on-the-ground review of programs in Iraq, Pakistan and Afghanistan.
- Drafted original legislation on multiple national security-related issues, including electronic surveillance.
- Named to the list of the "Top 35 Under 35" staffers in Congress by *The Hill* newspaper in 2006.

2004 JOHN KERRY FOR PRESIDENT

Washington, DC

Policy Advisor: Served on headquarters national security team supporting [REDACTED] (b)(6) the Kerry campaign's lead national security advisor.

- Managed all campaign field operations in south central Pennsylvania in October, 2004.

2002-2004 BOOZ ALLEN HAMILTON

Washington, DC

Associate: Provided management and strategy consulting to public and private sector clients.

- Led team of consultants in developing and implementing strategic management plan for organization within the Dept. of Defense charged with mission of protecting the Navy's critical infrastructure.
- Developed qualitative and regression-based cybersecurity threat models for DoD.
- Crafted management procedures and operational policies for Dept. of Homeland Security.

2000-2002 WORLD ONLINE INTERNATIONAL

Frankfurt, Germany

Chief Security Officer: Senior executive responsible for cybersecurity and network operations for Europe's largest internet service provider, serving more than 14 million customers.

- Managed and coordinated annual budget and expenditures of \$20M during period in which firm acquired more than two dozen other internet service providers.
- Directed operational teams in 14 countries; ensured country-level cybersecurity policies and standard operating procedures for firm cybersecurity operations architecture.
- Coordinated with European Union legal authorities to enforce privacy and cybersecurity laws

1996-2000 UNITED STATES ARMY

Germany/Balkans

Commander, Communications Intelligence Unit: Commanded a unit comprised of 105 soldiers, civilians and contractors with the mission of providing strategic intelligence on the Balkans to key decision-makers.

- Designed and managed the collection and analysis plan that resulted in the Director of Central Intelligence naming the unit under my command the top military intelligence operation for both 1998 and 1999.
- Received the Meritorious Service Medal in recognition of outstanding military service and the Knowlton Award in recognition for lasting contributions to the intelligence community.
- Provided intelligence support to special operations, resulting in the capture and detainment of multiple indicted war criminals.

EDUCATION

2004-2007 GEORGETOWN UNIVERSITY LAW CENTER

Washington, DC

Juris Doctor completed 2007. Concentration: International law

2002-2004 HARVARD KENNEDY SCHOOL

Cambridge, MA

Master in Public Policy completed June 2004. Concentration: International Political Economy

1995-1996 FULBRIGHT SCHOLAR PROGRAM

Sofia, Bulgaria

Conducted independent post-graduate research on the privatization process in Eastern Europe.

1991-1995 DAVIDSON COLLEGE

Davidson, NC

Bachelor of Arts in Political Science completed May 1995.

[REDACTED] (b)(6)

Todd M. Rosenblum



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) security clearance.

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 2009**
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

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-56 (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 5th 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

LUCAS FOX SCHLEUSENER

(b)(6)

EXPERIENCE

PRESIDENTIAL PERSONNEL OFFICE

Washington D.C.
June 2011-Present

- White House Associate for National Security, Presidential Personnel Office
- Draft candidate biographies and text of POTUS Memos
 - Responsible for the management and organization of multiple databases
 - Run public records checks on candidates for posts within the national security sector

FRIENDS OF UCHICAGO CENTER FOR MIDDLE EAST STUDIES

Chicago, IL
March 2010-August 2010

Alumni Relations Director

- Founded organization, wrote bylaws, oversaw elections, served as student chair
- Designed outreach strategy for alumni, Board of Trustees and built a database of 3,000 alumni
- Directed press outreach to 30 outlets which led to the Center retaining control of the Title VI Grant

CAMPAIGN FOR CHANGE (2008 General Election)

Raleigh, NC
June 2008-Nov 2008

Surrogate Scheduler

- Vetted campaign surrogates, guest speakers, and venues
- Managed schedules and compiled event books to prepare campaign speakers
- Compiled and analyzed polls and voter poll data county-by-county

OBAMA FOR AMERICA (MA, OH, VA, PA, OR Primaries)

March-April 2008

Constituency Outreach Coordinator

- Trained and managed precinct teams in voter registration, canvassing, and fundraising
- Contacted community leaders to garner support and managed constituent services
- Located and recommended potential field offices based on opportunity for voter outreach

THE OFFICE OF SENATOR EDWARD M. KENNEDY

Washington DC
August 2007-January 2008

Press Intern

- Edited memos, talking points, coordinated and produced briefing books
- Monitored newswires and researched pressing issues, relevant to the Kennedy's policy goals

EDUCATION

UNIVERSITY OF CHICAGO

Chicago, IL
September 2009 - June 2011

M.A. in Middle East Studies

Thesis: "Overwriting Memory in the New Iraq"

HEBREW UNIVERSITY

Jerusalem, Israel
June-August 2010

David Zensky Scholar of Arabic

WESLEYAN UNIVERSITY

Middletown, Connecticut
September 2003 - May 2007

B.A. in History

Honors Thesis: "Riots and Renaissance: Stability in 10th Century Baghdad"

PUBLICATIONS

- "A Survey of Public Health in the West Bank and Its Impact on the Peace Process" Forthcoming. *The Middle East Channel, Foreign Policy.*
- "A Study of Islamic Finance and Elite Illegal Loans in Saudi Arabia" Forthcoming
- "Revisionist Powers and Reputational Dynamics in International Relations" In Production
- "From Blog to Street: The Transformation of the Bahraini Public Sphere," in *Arab Media and Society*, Vol. 1, February 2007. St. Anthony's College, Oxford University and the American University of Cairo
- Editor of *Historical Narratives* (Wesleyan University), 2005-2007

SKILLS

- Proficient in Modern Standard Arabic and Dialects, Advanced qualitative and quantitative research skills, Proficient with EndNote, Zotero, Lexis-Nexis, WestLaw

AMY E. SEARIGHT

U.S. Department of Defense, Office of Secretary of Defense
Pentagon, Arlington VA

(b)(6)

PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF DEFENSE, Washington D.C.

Senior Advisor for Regional Policy and Integration to the Assistant Secretary of Defense for Asian and Pacific Security Affairs **October 2011-present**

- Serve as advisor to the Assistant Secretary of Defense (APSA) and Undersecretary of Defense for Policy on East Asia strategy, planning, programming, and policy matters.
- Act as senior representative for East Asian Security team within DOD, the interagency, and with foreign counterparts while Acting Deputy Assistant Secretary on extended leave.
- Provide policy guidance to staff and help manage the office of East Asia Security.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT, Washington D.C.

Senior Policy Advisor, Asia Bureau **October 2010-October 2011**

- Lead agency development initiatives for US-ASEAN, APEC and Lower Mekong Initiative, in close coordination with State Department and the interagency.
- Serve as primary agency point of contact with Australia, Japan, Korea, China and other Asian donors on regional development cooperation and disaster resilience initiatives.

CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES, Washington, D.C.

Adjunct Fellow and Research Consultant **December 2008-October 2010**

- Coordinated analysis on the politics of climate change and regional architecture for MacArthur Foundation funded project "International Challenges in Asia: Building a Framework for Cooperation."

ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS, GEORGE WASHINGTON UNIVERSITY, Washington, D.C.

Director, U.S. Foreign Policy Summer Program **June-August 2009**

- Led summer program for undergraduates on the substance and process of U.S. foreign policy.

Gaston Sigur Memorial Assistant Professor, Department of Political Science **July 2002-July 2008**

- Researched Asian economic integration, multilateral trade and financial institutions, Japanese politics and trade policy, and U.S.-Asian economic relations.
- Designed and taught classes on Asian Regionalism, Japanese politics, International Political Economy.

Director, Master of International Policy and Practice program **July 2006-July 2008**

- Led University's Masters program for mid-career professionals (corporate executives, journalists, and diplomats) seeking training on globalization policy challenges.

STONEBRIDGE INTERNATIONAL, Washington, D.C.

Vice President **November 2008-March 2009**

- Provided strategic advice to leading multinationals, financial institutions, and non-profit organizations on business plans, challenges and opportunities, with primary focus on the G8 and G20, and Asia.

U.S. DEPARTMENT OF STATE, Washington, D.C.

Policy Planning Staff Member **October 2003-March 2004**

- Assessed U.S. regional policy towards Asia and helped formulate multilateral policy initiatives.

Special Advisor to U.S. Ambassador for Asia Pacific Economic Cooperation **July-October 2003**

- Helped formulate APEC policy strategies and drafted speeches for senior staff.

EDUCATION

Harvard University, Cambridge, Massachusetts.
Stanford University, Stanford, California.

Williams College, Williamstown, Massachusetts.

Post-Doctoral Fellowship, 1999

Ph.D. Political Science, September 1999

A.M. East Asian Studies, April 1992

B.A. Political Economy (*magna cum laude*), June 1988

RELATED EXPERIENCE

- Academic Director, US-China Education Trust's Summer Institute for the Study of U.S. Foreign Policy for East Asian Student Leaders, sponsored by the U.S. Department of State (Summer 2010)
- Assistant Professor, Department of Political Science, Northwestern University, Evanston IL (1999-2002)
- Visiting Scholar, Institute of Monetary and Fiscal Policy, Ministry of Finance, Tokyo, Japan (Summers 1995, 1999).
- Visiting Instructor, University of the Western Cape, Cape Town, South Africa. Designed and taught Honors Seminar on East Asian Models of Economic Development (Summer 1994).

RECENT PUBLICATIONS AND CONFERENCES

- "The United States and Asian Regionalism: On the Outside Looking In?" in *A Pacific Nation: Perspectives on the US Role in an East Asian Community*, edited by Mark Borthwick and Tadashi Yamamoto (Japan Center for International Exchange, 2011)
- *Green Dragons: Politics of Climate Change in Asia*, co-edited with Charles W. Freeman III and Michael J. Green (CSIS, August 2010).
- "[Asian Regionalism: New Challenges, New Visions, Pedestrian Progress](#)," *Issues and Insights* v.10 n.12, Pacific Forum CSIS, May 21, 2010.
- "Politics of Climate Change in Asia," co-authored with Michael Green and Charles Freeman, in *Asia's Response to Climate Change and Natural Disasters: Implications for an Evolving Regional Architecture* (CSIS, 2010).
- "The United States and the New Asian Regionalism: The Politics of Reactive Leadership," in *The Evolution of East Asian Regionalism: Ideas, Interests, and Domestic Institutions*, edited by Vinod K. Aggarwal and Seungjoo Lee (Springer Press, 2010).
- "Emerging Economic Architecture in Asia: Opening or Insulating the Region?" in *Asia's New Multilateralism: Cooperation, Competition and the Search for Community*, edited by Bates Gill and Michael J. Green (Columbia University Press, 2009).
- Delivered remarks on new Asian multilateral architecture and US regional policy at:
 - 24th Asia Pacific Roundtable, Kuala Lumpur, Malaysia (June 2010)
 - Japan Institute of International Affairs, Tokyo Japan (December 2009)
 - Asia-Pacific Agenda Setting Project conference, Seoul Korea (November 29-30, 2009)
- Presented analysis of the Financial Crisis, the G20, and Asian policy responses to:
 - Workshop on The Strategic Impact of the Financial Crisis on Asia, National Intelligence Council and Bureau of Intelligence and Research, U.S. State Department (November 2009)
 - The Maureen and Mike Mansfield Foundation, Washington DC (March 2009)
 - Roundtable on the Financial Crisis in Asia at CSIS (January 2009)
- Participated in international conferences and symposia, including:
 - Mansfield Foundation US-Korea Relations conference, Waimea Hawaii (January 2-4, 2012)
 - US-Southeast Asia-Japan Strategic Dialogue conference, Maui Hawaii (January 3-5, 2011)
 - Trilateral Commission Asia-Pacific Group, Seoul Korea (November 28-29, 2009)
 - Salzburg Global Seminar-Freeman Foundation Symposium, Salzburg Austria (June 2008)

LANGUAGE

Japanese

REFERENCES

USG

(b)(6)

OUTSIDE EXPERTS

(b)(6)

MARIBEL "BEL" SEROCKI

(b)(6)

PROFILE

A true professional with 15 years of coordinating and planning large scale events, ceremonies, and itineraries for distinguished visitors. Accustomed to dealing with high level dignitaries with fast-paced and ever changing schedules. Outstanding flexibility in adapting to change. Excellent problem solving skills and ability to thrive under pressure while still providing exceptional customer service. 20 years in the US Air Force provided foundation for outstanding team player concept but also ability to stand out as an effective leader and manager. Strong attention to detail, solid planning skills and ability to effectively work with outside agencies to ensure deadlines are met.

EXPERIENCE

- Responsible for department/project budgets, accommodations, facilities, transportation, logistical requirements, food and beverage, and other related issues.
Accomplished these duties from 1995- Present
- Media liaison for all visits to include a special taping of the Tonight Show with Jay Leno and USO European Country Concert Tour.
This event took place in 1996. This was a 3 day visit with 3 music artists including 50 crew, the entire Jay Leno Show staff and crew, aircrew members that were flying them around Europe. I developed the itinerary for the 3 country musicians which included transportation, lodging, dinners at local restaurants, special appearances for the troops, and holiday show details.
- Planned and executed all aspects of the Air Force 50th Anniversary Ball for 550 guests. Point of contact for local newspapers and television stations.
This event took place in 2007. Event was completely put together by me and one officer. We coordinated all details with base and off base agencies from menu planning, air transportation for special guests, and civilian news agencies. I dealt with military and civilian news agencies from 1995-2009.
- Built 100+ itineraries for visiting distinguished visitors to Aviano Air Base during base build up.
1995-1997
- Key coordinator for Italian Air show which hosted 17 different nations and half a million spectators. Met with visitors on a weekly basis to review events and last minute changes.
1995-1997
- Managed and supervised team of 10 to ensure highest quality of standards was met for dignitary transport. Developed training guidelines and evaluation standards for all to follow.
1998-Present
- Led team of 11 for short notice mission to devastated New Orleans after Hurricane Katrina. Prompt coordination with client ensured 4 Star General's visit to area was successful.
Event took place in 2005.
- Willing and available to work extended hours as needed; ability to travel as required including nights and weekends.

PROFESSIONAL EXPERIENCE

Corporate Jets LLC

July 2010- Present

Director of In Flight Services

- Authored Corporate Jets Flight Attendant Manual outlining training and currency requirements for all contract flight attendants.
- Coordinated with lead customer's assistants on travel requirements and special requests.
- Developed and maintain standard stock inventory list and inventory items for each aircraft.
- Created aircraft specific emergency equipment and cleaning checklist to ensure contract flight attendants are familiar with layout of assigned aircraft.

DeBartolo Holdings

Jan – Jun 2010

Corporate Flight Attendant

I was hand selected by the owner as the interim flight attendant. The full time flight attendant was on maternity leave.

United States Air Force

1989-2009

Senior Evaluator, Instructor, and Protocol NCO

1997-2009 Special Air Mission Flight Attendant - Worked very closely with base and government agencies on trip details. Primary trips consisted of the First Family, Secretary of State, Secretary of Defense, Chairman of the Joint Chiefs of Staff, CIA & FBI Director, Cabinet Members and Members of Congress. Directly responsible for 10 NCOs from 2005-2009.

1995-1997 Wing Protocol NCO - Worked alongside 2 military and 1 civilian in Wing Protocol Office. Once assigned a visit, all coordination was my responsibility. From initial contact to, execution, to completion, I had sole responsibility of my visit.

1994-1995 NCOIC Stock Control Flight- Responsible for 2 military and 1 civilian employee. Managed stock inventory of multiple warehouses on base.

1991-1994 NCOIC Readiness Flight- In charge of multi-million dollar warehouse which stored disaster preparedness materials.

1989-1991 Supply Technician- Received and processed all materials entering and leaving base.

FORMAL EDUCATION, TRAINING AND QUALIFICATIONS

- Bachelor of Science, Business Management, National-Louis University; McLean, Virginia 2003
- Ability to obtain (b)(6)
- Formal Management Academies; Leadership and Management Focused
- Advanced Culinary School Ft Lee, Virginia

TARAK N. SHAH

(b)(6)

Experience **White House Council on Environmental Quality (CEQ)** **Washington, DC**
Special Assistant to the Chair **2009-**

- Lead and direct a 3-person team responsible for briefing, scheduling, and advancing the CEQ Chair
- Write speeches and control flow of paper to and from the Chair, including Legislative Referrals
- Participate in CEQ senior management meetings and coordinate budget and priorities planning
- Manage special policy projects including Asian Carp Control Strategy, Guam military build-up environmental impacts review, and Senate confirmation process for CEQ Deputy Director

Office of the President-Elect of the United States of America **Washington, DC**
Human Resources Director **2008-2009**

- Managed 5-member team responsible for employee onboarding, compensation strategy, benefits, and office allocation for 600 staff
- Directed one-month Transition Operations wind-down effort, including finance, IT, and HR
- Advised Executive Director and Deputy Directors on staffing and personnel budget planning

Obama for America (OFA) **Chicago, IL**
Deputy Human Resources Director **2008**

- Led Human Resources desk team; responsible for staffing HQ and field operations, servicing employee payroll and benefit issues, tracking employee deployments, and requisitioning technology
- Managed \$50M nationwide payroll and benefits spend for 4000+ employees
- Designed and implemented information systems: campaign-wide new hire procedure, on-boarding and off-boarding, performance evaluation, separations, redeployment, and health insurance

American Express Company **New York, NY**
HR Summer Associate, Global Network Services (GNS) **2007**

- Designed a \$1M rotational program for 8 new hires per year
- Restructured GNS North American MBA summer intern and full time recruiting processes

Hopefund Leadership PAC, Senator Barack Obama, Chair **Washington, DC**
Director of Operations **2005-2006**

- Designed and implemented start-up plan, including employee transition and lease negotiation
- Accounted for and reported \$3.2M in receipts and disbursements as election law compliance officer
- Established the direct mail program that served as a the basis for OFA's 2008 mail fundraising

Obama for Illinois **Chicago, IL**
Deputy Events Coordinator **2004**

- Managed political fundraising events for President Obama's Senate campaign; served as the lead for planning, event set-up, and staffing fundraisers throughout Northern Illinois
- Vetted and processed campaign donations

Office of Senator Edward M. Kennedy **Washington, DC**
Intern, Health, Education, Labor and Pensions Committee **2001**

Education **CORNELL UNIVERSITY** **Ithaca, NY**
Johnson Graduate School of Management, School of Industrial and Labor Relations **May 2008**
Master of Business Administration, Master of Industrial and Labor Relations
President: Out for Business (LGBT Business Students Group)
Final Coursework: *Alternative Energy Manufacturing Siting Analysis: A Focus on Solar Thin-Film*
Teacher's Assistant: Politics of the Global North

UNIVERSITY OF ILLINOIS **Urbana-Champaign, IL**
Bachelor of Arts in Political Science, Bachelor of Arts in Urban Planning **May 2004**
Chancellor's Scholar, President: College Democrats, President: Illinois Federation of College Democrats

POLITICAL/CIVIC MEMBERSHIP
Community Impact of Tompkins County (NY) – Volunteer **2006-2008**
Champaign County (IL) Democratic Central Committee Executive Board **2003-2004**
Graduate Employees Organization (IFT/AFT Local 6300) Organizing Committee – Member **2001-2003**

INTERESTS/SKILLS
International Travel, extensive travel in India and Western Europe (Spain, France and Italy)
Basic French, Hindi, Gujarati

Aaron B. Sherman

(b)(6)

Objective:

A speechwriting position within the Department of Defense.

Experience:

Staff Writer: 2013 Presidential Inaugural Committee — 12/2012-1/2013

- Wrote remarks, op-eds and talking points for Inaugural Committee senior staff and surrogates.
- Edited talking points, statements and press releases for style and message consistency.
- Compiled the media guide and the official guidebook for the 57th Presidential Inauguration.

Writer-Researcher, Speechwriting: Obama for America — 1/2012-11/2012 (Intern 9/2011-12/2011)

- Drafted and edited speeches, call scripts, op-eds and talking points for campaign, celebrity and outside surrogates, including many introductions of President Obama and Vice President Biden.*
- Wrote and distributed the campaign's daily talking points that were sent to Democratic talkers and spinners throughout the campaign, Congress, state parties, outside groups and key allies.
- Edited policy fact sheets for consistency with the campaign's polling and messaging.
- Drafted remarks and background talking points for senior campaign officials and Cabinet secretaries speaking at state party breakfasts and constituency caucuses at the 2012 Democratic National Convention in Charlotte, North Carolina.
- Created and managed the speechwriting shop's internal system of tracking final drafts of remarks and organizing them by issue and constituency along with relevant messaging and polling guidance, recent news and useful lines and riffs.

**Writing samples available upon request.*

Counselor, Nativ College Leadership Program in Israel — 8/2010-6/2011

- Drafted letters and correspondence on behalf of the program director.
- Served as *de facto* editor of various program materials and publications.
- Coordinated web content management on [YouTube](#) and [Facebook](#).
- Created and executed programs — on topics such as Judaism, Israeli culture, and group bonding — for 30 post-high school participants of a gap-year program in Israel.

Speechwriting Intern: Writers Group, Office of the Secretary of Defense — 9/2009-12/2009

- Drafted remarks, statements and letters for Secretary of Defense Robert Gates and other senior Defense Department officials, including part of an unpublished speech to the JASON defense advisory group, the [2009 Holiday Traffic Safety Message](#) and an [opening statement](#) by the Pentagon Press Secretary.
- Researched, fact-checked, and edited remarks delivered by Secretary Gates, including:
 - Remarks on the [20th Anniversary of the Fall of the Berlin Wall](#); and
 - Remarks to members of [the militaries of the United States and the Republic of Korea](#).
- Incorporated the Secretary's edits into drafts.
- Maintained working drafts of remarks in the format desired by the Secretary.
- Assisted with web content management of the Secretary's speeches.

Koret Israel Intern: Hillel at Davis and Sacramento — 9/2008-6/2009

- Drafted letters on behalf of the leaders of the campus Jewish community.
- Authored and delivered keynote speech at annual fundraising brunch.
- Wrote issue-specific talking points to be used by the leaders of the campus Jewish community at campus-wide meetings (e.g., meetings of the Associated Students of UC Davis Senate).
- Liaised with members of campus, local, and regional news media.
- Advised and aided in the formation of the EMET: Students With Israel student group at UC Davis in terms of facilitating logistics, planning, coordination, and publicity.
- Conceptualized, planned, coordinated, publicized, and executed large-scale Israel-related programs for students at UC Davis and CSU Sacramento.

Aaron B. Sherman

(b)(6)

Education:

Undergraduate Education: University of California, Davis — Bachelor of Arts, 2010

Degree in **International Relations**, with Honors; **Phi Beta Kappa** (Kappa of California, 2010)
Minor in **War-Peace Studies**; Special Emphasis on **Peace & Security in Israel & the Middle East**
GPA: 3.71/4.0 — Dean's List (Winter 2008, Spring 2008, Fall 2008, Spring 2009, Winter 2010)
International Relations Department Certificate, 2009-2010

Participant, UC Davis Washington Program — Fall 2009

Coursework: Language & Power: How to Understand and Use Political Speech.

Research Project title: "*Smoking Guns, Mushroom Clouds and Weapons of Mass Destruction: A Study of 2002-2003 Bush Administration Iraq Rhetoric & Its Impact on Public Opinion*"

Education Abroad: Hebrew University in Jerusalem, 9/2006-5/2007

Nativ College Leadership Program in Israel — Coursework included Political Communication, Foreign Policy of Israel, History of the Arab-Israeli Conflict and Hebrew.

Skills/Awards:

- Can speak and write clearly and convincingly and adapt policy language on a variety of issues — including but not limited to taxes, education, health care, energy, the environment, foreign policy, defense and national security — into clear, direct prose that incorporates values messaging.
- Comfortable completing substantial writing assignments on considerably tight deadlines.
- Strong researching and writing abilities and able to work both individually and as part of a group.
- Considerable familiarity and experience with LexisNexis, ProQuest and other research information databases, and with PC and Apple computers, including Microsoft Office, Apple, Google and Adobe application suites.
- Language proficiency in Hebrew.
- Eagle Scout, Boy Scouts of America — 03/2006
- Phi Beta Kappa, Kappa of California — 05/2010

Shawn G. Skelly

(b)(6)

Objective: Seeking a challenging position of responsibility in a dynamic field with opportunities for growth.

HIGHLIGHTS OF QUALIFICATIONS

- Active Government (b)(6) security clearance valid through October 2013.
- Career Naval Officer with significant operational and theater-strategic joint and interagency experience.
- Proven leader of diverse teams with significant, wide ranging responsibilities.
- Ability to master complex problem sets from strategy & policy to technology assessment and tactics.
- Superior communication skills honed at the highest levels of the joint military and interagency process.

EXPERIENCE

October 2008-August 2013 **Technical Director-Joint Service and Intel Programs – ITT Exelis, Advanced Information Systems, Herndon, VA**

- Responsible for the management of multiple contract proposal efforts, both IDIQ and task order, from capture planning through candidate recruitment, technical writing and proposal submission.
- Led multi-corporation teams comprised of top ten aerospace & defense firms, leading government consulting corporations and agile small business partners in the pursuit of Indefinite Delivery/Indefinite Quantity contracts and individual Task Order opportunities across the Defense, Intelligence and Homeland Security communities.
- Valued member of the ITT Advanced Information Systems team, lauded for presentation, writing and problem analysis skills in high intensity, high stakes environments of corporate-level importance.

June 2011– August 2013 **Research Assistant, Joint Improvised Explosive Device Defeat Organization (JIEDDO) – ITT Exelis, Advanced Information Systems, Herndon, VA**

- Provide operational and service-level Counter-IED programmatic and joint force expertise to a multi-disciplinary team of engineers and scientists that develop, coordinate, and oversee performance evaluation of C-IED initiatives.
- Contribute to the development of JIEDDO acquisition portfolio management recommendations through technical exploitation, modeling and simulation, laboratory tests, learning evaluation, surveys, simulated operations and intelligence exercises, open-air or classroom testing, and in-theater operational assessments.

September 2009-June 2010 **Training Support Specialist, Joint Improvised Explosive Device Defeat Organization (JIEDDO) – ITT Information Systems, Herndon, VA**

- Organized and executed the JIEDDO First Contact program. Coordinated JIEDDO General Officer leadership's formal visit program with pre-deploying Division and Corps-equivalent Army and USMC unit command groups and principal staff, introducing JIEDDO Training Enterprise support to training and deployed combat operations.
- Program Integrator for JIEDDO ANVIL support contract, providing staff IED & insurgent-related training and open source IED event reporting and analysis. Daily Project Management responsibility for oversight of contract execution and interface with supporting government Program Manager and supplying contractor.
- Coordinated JIEDDO Headquarters staff training execution and tracking. Program Integrator with Project Management oversight of the transition of over twenty legacy in-classroom staff training classes to computer-based training hosted by Joint Forces Command's Joint Knowledge Online (JKO) capability.

2007-2008 **Director, USMC Improvised Explosive Device Working Group - Marine Corps Warfighting Laboratory, Quantico, VA**

- Managed the coordination of Marine Corps Improvised Explosive Device (IED) Defeat efforts, through up to ten field grade officers, in direct support of USMC operating forces deployed worldwide, including the oversight of multiple Marine Corps IED Defeat initiatives from requirements definition, through technology identification and development, testing, training to combat deployment.
- Responsible for the development of Marine Corps positions on the development, acquisition and fielding of IED Defeat technologies, operational capabilities and training solutions.

- Served as USMC Subject Matter Expert for IED Defeat matters within the Joint Capabilities Integration Development System (JCIDS), developing service-level position recommendations and directly supporting Marine Corps principals at the Joint Requirements Oversight Council (JROC) and Joint Capabilities Board (JCB) levels.
- Oversaw the introduction and subject matter expert support of rapid acquisition Counter-IED systems, initiatives and capabilities into the Marine Corps Combat Development Command's DOTMLPF process and onward movement into the Marine Corps Planning, Programming, Budgeting and Execution cycle.
- Led 15 officers and civilians providing direct support to senior Marine Corps leadership including regular service-level status reports, preparation of Congressional testimony and rapid response to query.
- Maintained the USMC interface with the Joint Improvised Explosive Device Defeat Organization (JIEDDO), the lead Department of Defense (DoD) IED Defeat entity with an annual budget in excess of \$4 billion dollars.
- Supervised collaborative relationships with over twenty USMC, Department of the Navy, Joint, DoD and interagency IED Defeat stakeholder organizations, to include: ASN Research Development and Acquisition, DASN Expeditionary Warfare, Naval Sea Systems Command, Marine Corps Systems Command, Deputy Commandant for Programs & Resources, Marine Corps Intelligence Activity, Office of Naval Research, Defense Advanced Research Projects Agency, Joint Non-Lethal Weapons Directorate, Marine Corps Operational Test and Evaluation Command, Department of Homeland Security and the Federal Bureau of Investigation.

2006-2007 USMC Liaison Officer to the Joint Improvised Explosive Device Defeat Organization - Marine Corps Warfighting Laboratory, Quantico, VA

- Provided daily situational awareness and recommendations to senior Marine Corps leadership on strategic IED Defeat matters.
- Entrusted as a U.S. Navy officer to serve as the sole on-site representative of the U.S. Marine Corps to an Office of the Secretary of Defense-level organization providing life saving, game changing solutions directly to deployed Marine Corps operating forces.

2003-2006 Deputy Chief for South Asia, Southeast Asia and Oceania Policy - United States Pacific Command, Camp H.M. Smith, HI

- Led a 14-person joint uniformed and civilian team in the daily conduct of the politico-military relationship with 38 nations in the Pacific Command (PACOM) Area of Responsibility.
- Coordinated the Command's efforts with the Office of the Secretary of Defense (OSD), the State Department, U.S. Embassies and major subordinate commands in the conduct of the National Security Strategy and the National Military Strategy in each assigned country.
- Planned and executed over 20 annual bilateral military meetings, including multiple 4-star and 2-star level events with treaty allies, strategic partners and emerging nations, in addition to PACOM Commander's travel and senior leadership engagement throughout the region. Routinely briefed the Commander and Deputy Commander, USPACOM on routine regional affairs and emergent developments.
- Developed the annual PACOM Theater Security Cooperation Plan for South Asia, Southeast Asia and Oceania nations including security assistance prioritization, exercises and exchanges.
- Key coordinator of the Pacific Command's initial efforts to prioritize both the President's Proliferation Security Initiative and Maritime Domain Awareness capabilities amongst key allied and partner nations astride the globally vital Strait of Malacca Sea Line of Communication and the terrorist transit routes through the Sulu and Celebes Seas via sustained capacity-building, cooperation and information sharing efforts.
- Designated a Joint Specialty Officer. Regular collaboration with and support to multiple stakeholder organizations and agencies, to include: Defense Security Cooperation Agency, National Security Agency and Director of National Intelligence Liaison offices, Joint Interagency Task Force-West and the US Coast Guard.

1999-2001 Department Head - Sea Control Squadron 29, Naval Air Station North Island, CA

- Operations Officer responsible for the planning and execution of daily flight operations for an S-3B Viking squadron of eight aircraft and thirty five aircrew involved in embarked carrier operations and training ashore.
- Tactics and Training Officer charged with developing and maintaining the squadron's combat readiness in multiple disciplines including Surface Warfare, Subsurface Warfare, Strike Warfare and Electronic Warfare.
- Safety Officer with responsibility for all squadron safety programs including: Aviation Safety, Naval Occupational Safety and Health (NAVOSH) and the Naval Air Training and Operating Procedures Standardization (NATOPS) program.

- 1997-1998 Future Operations Officer - United States Second Fleet/NATO Striking Fleet Atlantic**
- Directed the long range scheduling of all Atlantic Fleet Carrier Strike Group and Expeditionary Strike Group employment and training activities.
 - Managed the Fleet's key database on the material readiness for deployment of all assigned units.
 - Expert on U.S. Joint and NATO Combined Air Operations in the expeditionary and maritime domains.
- 1994-1996 Fleet Replacement Squadron (FRS) Flight Instructor - Sea Control Squadron 41, Naval Air Station North Island, CA**
- Mission Commander and Flight Instructor qualified in all flight and simulation phases of the S-3B Viking Fleet Replacement Pilot and Naval Flight Officer (FRP/FRN) syllabus to include: FRP Carrier Qualification (CQ) and Field Carrier Landing Practice (FCLP), FRP/FRN Weapons Systems flight qualification, FRP/FRN Torpedo Exercise qualification flight, Integrated Weapons System Training (WST) mission qualification phase and S-3B Functional Check Flight (FCF).
 - Naval Flight Officer Curriculum Standardization Officer. Final authority for NFO instructor qualification and responsible for oversight and approval of all S-3B NFO and weapons system-related flight, simulator and classroom instruction content & materials.
 - Subject Matter Expert (SME) and instructor for S-3B Joint Strike Integration, Harpoon AGM-84C Anti-Ship Cruise Missile and APS-137 Inverse Synthetic Aperture Radar (ISAR).
- 1991-1993 S-3B Viking Mission Commander - Sea Control Squadron 37, Naval Air Station North Island, CA**
- Qualified to lead multiple S-3B Viking aircraft in all mission areas including Surface Warfare, Subsurface Warfare, Strike Warfare and Electronic Warfare. War-at-Sea strike leader qualified to lead all Carrier Air Wing (CVW) aircraft in strike missions against surface ship targets.
 - NFO NATOPS Officer. Responsible for conduct and oversight of all squadron training and qualification of Naval Flight Officers and pilots on the S-3B Viking weapons systems to include flight and simulator training, classroom instruction and testing.
 - Nuclear Weapons Training Officer & Nuclear Weapons Safety Officer. Responsible for program adherence and readiness of all squadron aircrew and maintenance personnel in the training, safety and qualification for employment of the B-57 Nuclear Depth Bomb.
 - Communications Materiel Support (CMS) Officer responsible for security, storage, maintenance and training of all squadron cryptographic keying material, cryptographic devices and qualified personnel.
- 1990 S-3 Viking Fleet Replacement Naval Flight Officer - Sea Control Squadron 41, Naval Air Station North Island, CA**
- Fleet Replacement Naval Flight Officer achieved all basic qualifications in the S-3 Viking aircraft in all missions and warfare areas.
- 1988-1989 Undergraduate Naval Flight Officer - Training Squadrons 86 and 10, Naval Air Station Pensacola, FL**
- Student Naval Flight Officer achieved Naval Flight Officer designation and wings, training in basic flight procedures, formation flight, low level visual and radar navigation, overwater reconnaissance, and Air Combat Maneuvering (ACM).
 - Flew TA-4J Skyhawk, T-47A Citation II, T-2B Buckeye and T-34C Turbo Mentor aircraft.

EDUCATION

M.A., National Security and Strategic Studies, Naval War College, Newport, RI, 2002
 Joint & Combined Warfighting School (JCWS), JPME Phase II, Joint Forces Staff College, Norfolk, VA, 2003
 Naval Flight Officer (NFO), Naval Air Training Command, Naval Air Station Pensacola, FL, 1990
 B.A., History, University of South Carolina, Columbia, SC, 1988

Experienced in the use of the full MS Office suite of applications; to include Word, PowerPoint, Excel, and Access, in support of high level staff requirements.

References are available upon request.

Elissa Slotkin

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EXPERIENCE

OSD/International Security Affairs

February 2012 to Present

Chief of Staff
Washington, DC

Serves as Chief of Staff to a 72-person component responsible for policy development on Defense issues in the Middle East, Europe/NATO, Russia/Eurasia, and Africa. In addition to chief of staff duties including management, personnel, and budget, oversees and approves policy decisions on behalf of the Acting Assistant Secretary.

Department of Defense

June 2011 to February 2012

Senior Advisor for Middle East Transition
Arlington, VA

Served as the Department point person on the implications of the Arab Spring and provided policy advice to senior DoD leadership; Leads a Department-wide task force to review Department activities, programs and posture in the Middle East and North Africa through 2020; drafted a separate White Paper with recommendations on how to promote and mitigate the risks of reform in the region; engages academics, think-tanks and the intelligence community on the implications of the Arab Spring; participated on behalf of the Department in interagency policy debates on the Arab Spring.

Department of State

July 2009 to June 2011

Senior Advisor on Iraq
Washington, DC

Served as a principal Iraq strategist for the Department of State, providing policy advice for the Secretary, Deputy Secretaries, and Assistant Secretaries; led planning on transition in Iraq, the largest military-to-civilian transition since the Marshall Plan; acted as the Department's key problem solver on transition, teeing up interagency decisions; facilitated preparation of the fiscal year 2010, '11 and '12 budgets for Iraq; developed the Department's congressional strategy on transition and regularly briefed Members and staffers; and back-benched and represented the Deputy Secretary in interagency meetings.

National Security Council

January 2009 to July 2009

Acting Senior Director for Iraq
Washington, DC

Led the interagency process to draft the U.S. drawdown strategy from Iraq, as announced by President Obama in 2009, and the accompanying political and diplomatic strategies; ran the weekly Interagency Policy Committees on Iraq, facilitating implementation of the President's drawdown plan; initiated an interagency policy process on the military-to-civilian transition in Iraq, to include the plans for training the Iraq military and police forces; organized Deputies' and Principals' Committee meetings that determined U.S. policy.

National Security Council

August 2007 to January 2009

Director for Iraq
Washington, DC

Seconded to the NSC to implement the U.S. "surge" strategy and shepherd development of a U.S.-Iraq long-term relationship; served as the NSC rep on the the negotiation team for the U.S.-Iraq Security Agreement, or SOFA, and the accompanying Strategic Framework Agreement, and spent 5 months in day-to-day negotiations with the Iraqis in Baghdad. Upon return, worked with a small White House team to determine U.S. positions on the most sensitive issues of the Agreement, including the 3-year timetable for withdrawal of U.S. forces.

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U.S. Department of State **May 2002 to September 2002**
Political Officer
Jordan
Reported on the Arab-Israeli conflict from the U.S. Embassy in Amman.

The Follow-Up Committee on Arab Education **September 2000 to June 2001**
Director of Development
Israel/West Bank
Served as lead grant-writer and spokesperson for a Palestinian civil rights organization during the second intifada. Travelled regularly between Israel and the West Bank reporting on the civil rights status of Palestinians and Arab-Israelis, produced reports on conditions on the ground, briefed NGO, U.N. and international delegations on fast-changing events, and strategized with Israeli and Palestinian leaders and other non-profits on how to advocate more effectively for civil rights.

Harbor Early Childhood Services **February 1999 to September 2000**
Swahili Translator (part-time)
Boston, MA
Translated for social workers making home visits to Somali families.

Roca, Inc. **September 1998 to September 2000**
Director of the Teen PACT Project
Boston, MA
Founded and ran a State-funded project that trained refugee teens in grassroots community organizing.

Putney Student Travel **June 1998 to August 1998**
Tanzania Project Coordinator
Tanzania
Led a group of 20 college students to build a new elementary school. Designed prepared curriculum in

cross-cultural education, oversaw homestays, and conducted student evaluations.

Maendeleo Ya Wanawake ("Women's Development")
Women's Group Trainer
Kenya

October 1996 to August 1997

Trained women's groups in basic economics, marketing, and cooperative management.

EDUCATION

Columbia University 2003
Masters of International Affairs - Security Policy and Middle East
New York, NY

American University of Cairo 2001
Certificate in Intensive Arabic
Egypt

Cornell University 1998
Bachelors of Science Sociology/International Development
Ithaca, NY

SPECIALIZED SKILLS

Languages: Arabic - 2+, Swahili - 3+

Awards:

[Redacted] (b)(6)
[Redacted] (b)(6)

War Zone Service Award: 4/05, 9/06, 9/08

Charles C. Snyder

(b)(6)

WORK EXPERIENCE

Committee on Homeland Security, Democratic Staff, House of Representatives, Washington, D.C.

Professional Staff Member

June 2011 Present

- Staff lead for cybersecurity issues, serving as the principle adviser to the Full Committee Ranking Member on all cyber-related issues, including Federal network security, private sector cyber outreach, Department of Defense/Department of Homeland Security cyber coordination, cyber education and workforce issues, and all cyber legislation at the Subcommittee and Full Committee levels.
- Principal drafter of H.R. 6221, the *Identifying Cybersecurity Risks to Critical Infrastructure Act*, and H.R. 3140, the *Mass Transit Intelligence Prioritization Act*, which passed the House in June 2012, and contributor to numerous other cybersecurity and counterterrorism-related pieces of legislation, including H.R. 5498 (the *WIAD Prevention and Preparedness Act*), and various Department of Homeland Security authorization measures.
- Support the Subcommittee on Counterterrorism and Intelligence by carrying out oversight on a host of issues including intelligence, information sharing, counterterrorism, countering violent extremism, terrorist travel, radicalization, detainee issues, and intelligence support to counternarcotics and cybersecurity activities.
- Serve as the Committee liaison to intelligence, law enforcement and security officials in government and provided Members with situational awareness and analysis during major terrorism and cyber-related events.
- Advance the Committee's oversight and legislative agenda by preparing Members for hearings, briefings, and other engagements by writing statements, talking points, memoranda and op-eds for the Members' use at both the Subcommittee and Full Committee levels.
- Represented the Committee on oversight travel to investigate ongoing counterterrorism and intelligence operations worldwide, including to Iraq, Afghanistan, Pakistan, Turkey, and the United Arab Emirates.

Legislative Assistant

Jan. 2010 – June 2011

- Supported the Full Committee and the Subcommittee on Intelligence, Information Sharing, and Terrorism Risk Assessment (111th Congress) and the Subcommittee on Counterterrorism and Intelligence (112th Congress).
- Acted as the Committee's monitor for intelligence and terrorism issues, monitoring and analyzing all-source intelligence products from the Intelligence Community to update and provide in-depth briefings to Members of Congress on issues of concern.
- Spearheaded Committee initiatives including the oversight of Federal support to fusion centers, radicalization in the U.S., crafting a national countering violent extremism framework and the overhaul of the Homeland Security Advisory System.

INTERNSHIP EXPERIENCE

Committee on Homeland Security, House of Representatives, Washington, D.C.

Fall & Winter 2009

- Prepared senior staff and Members for briefings and hearings for the Committee.

The Office of Representative Carolyn McCarthy, House of Representatives, Washington, D.C.

Summer 2009

- Supported Member's office priorities including constituent operations and correspondence, researched legislative histories, and attended briefings and hearings for the Member and staff.

EDUCATION

Georgetown University, Washington, D.C.

2012 – 2014 (expected)

Edmund A. Walsh School of Foreign Service, Security Studies Program, Master of Arts Degree Candidate
SSP Global Security Studies Forum, Assistant Editor

Cornell University, Ithaca, New York

2005 – 2009

School of Industrial and Labor Relations, Bachelor of Science Degree, May 2009
3.56 Cumulative GPA
Dean's List all semesters

OTHER ACTIVITIES

Truman National Security Project, Congressional Security Scholar • Anti-Terrorism Caucus • Cybersecurity Caucus • Cornell Club of Washington, D.C. • Cornell Delta Upsilon Alumni Association • Cornell Alumni Admissions Ambassador

(b)(6)

Dr. Matthew Spence

EXPERIENCE

The White House, National Security Council, Special Assistant to the President and Senior Director for International Economic Affairs, 2011-2012.

- Manage interagency policy process on economic issues related to national security priority countries (including Afghanistan and Pakistan); emerging powers (including India and Brazil); economic aspects of sanctions policy (including Iran and Syria); and additional trade and investment issues.
- Negotiate with senior foreign government, IMF, and World Bank officials on U.S. economic strategy toward national security priority countries.

The White House, National Security Council, Senior Advisor to the National Security Advisor, 2009-2011

- Senior Policy Advisor to the National Security Advisor with [REDACTED] (b)(6)
- Briefing: Brief National Security Advisor for daily intelligence briefing with the President; oversee preparation for NSA for over 450 Presidential Daily Briefings.
- Interagency coordination: Attended, prepared agendas, and briefed the NSA and Deputy NSA for NSC meetings with the President, over 100 Principals Committee meetings, and over 350 Deputies Committee meetings.
- Focused on issues related to the Middle East: Iran, Iraq, Middle East Peace Process, Arab Spring; Afghanistan-Pakistan; China and India.
- Writing and analysis: Drafted memoranda for the President. Reviewed and edited all national security memoranda for the President.
- Management: Act as chief of staff to the National Security Advisor's. Plan NSA's foreign travel, including to Saudi Arabia and UAE. Manage front office staff, including scheduling, administrative support, and overall support for the National Security Advisor.
- Travel: Provided policy advice and support to NSA on all foreign travel by the President.

Obama/Biden Presidential Transition Team, National Security Council Team, 2008

Truman National Security Project, Co-Founder and Director (www.trumanproject.org), 2005-2008

- Co-founded and managed staff of leadership development institute for progressives in national security that now has a \$4 million annual budget and over 20 staff around the country.
- Raised budget of \$1 million annually, with chapters in ten cities around the U.S., and full time staffed office in Washington. Wrote talking points, op/eds, policy papers, and speeches for campaigns.

Hon. Richard A. Posner, U.S. Court of Appeals for the Seventh Circuit, Chicago, IL, Law Clerk, 2007-08

Munger, Tolles, and Olson, LLP, San Francisco, CA, Associate, 2006-07

- Represented corporate executive in potential criminal investigation; managed investigation for Fortune 500 company about possible criminal violations; represented art museums involving stolen art claims.

Wilmer, Cutler, Pickering, Hale, and Dorr, LLP, Washington, DC, Summer Associate, 2005

O'Melveny & Myers, LLP, Century City, CA, Summer Associate, 2005

United States Attorney's Office, Criminal Division, San Francisco, CA, Summer Law Clerk, 2004

- Drafted part of post-trial motions for conviction of the former Prime Minister of Ukraine Pavel Lazarenko on corruption charges.
- Managed twelve misdemeanor prosecutions.

Stanford University Center on Democracy, Development, and the Rule of Law, Fellow, 2002-03

- Researched book about U.S. democracy promotion policy, accepted for publication by Oxford University Press.

St. Johns College, Oxford University, Lecturer in International Relations, 2002-03

Taught courses in History, International Relations Theory, and U.S. foreign policy.

Boston Consulting Group, Moscow, Russia, Summer Consultant, 2001; Los Angeles, CA, 1999

Organization for Security and Cooperation in Europe, Kosovo, Election Supervisor, October 2000

National Security Council, Washington, DC, Intern, Summers 2000, 1998

Wrote two speeches for the President, and policy memos for the National Security Advisor.

EDUCATION

Yale Law School, J.D., 2006

- Winner of the Harlan Fiske Prize, Yale Moot Court Competition (Best Brief in the Final and Best Team)
- Book Reviews Editor, Yale Law Journal; Editor, Yale Journal of International Law
- Research Assistant, Professors Kate Stith and Robert Post; Dean Harold Koh; Dean Anne-Marie Slaughter
- Coker Fellow in Legal Writing (teaching assistant in Constitutional Law, Professor Paul Kahn), Fall 2005
- Litigation Team for *Hamdan v. Rumsfeld*, for Lead Counsel Neal Katyal, 2005-06. Drafted and researched parts of Supreme Court briefs about enemy combatant detained at Guantanamo.

Oxford University, Doctorate, International Relations, 2004

- Marshall Scholar
- Dissertation: *The Impact of U.S. Democracy Promotion in the Former Soviet Union*
- First place debater, 2002 European Debate Championships; twice ranked fifth in world in the World Universities Debate Championships, 2000 and 2002

Stanford University, M.A., International Policy Studies, B.A., Political Science, Economics minor, 2000

- Harry S. Truman Scholar
- Phi Beta Kappa; President's Award for Academic Excellence (top 2% of class); GPA: 3.98

OTHER

- Admitted to the State Bar of California
- Chair, American Bar Association Committee on Corporate Social Responsibility
- Subcommittee Chair, American Bar Association Committee on International Litigation
- Transatlantic Fellow, German Marshall Fund of the United States (2006)
- Olin Fellow in Law and Economics, Yale Law School (2006); Fellow, Aspen Ideas Festival (July 2007)
- Delivered presentations at the U.S. State Department, Open Society Institute, American Bar Association, Yale Law School, Stanford University, National Democratic Institute about U.S. foreign policy, foreign aid and democracy promotion policy, policy toward Russia and the former Soviet states
- Compete in Olympic distance and Half-Ironman triathlons, as part of Team-in-Training, which raises money for the Lymphoma and Leukemia Society

PUBLICATIONS

DEMOCRACY BY DIPLOMACY: LEARNING FROM U.S. DEMOCRACY PROMOTION IN THE FORMER SOVIET UNION, Oxford University Press (forthcoming 2009)

U.S. Prosecutors as Democracy Promoters: Prosecuting Corrupt Foreign Officials in U.S. Courts, 114 YALE L.J. 1185 (2005)

The Complexity of Success: The U.S. Role in Russian Rule of Law Reform, in CHALLENGING THE RULE OF LAW ORTHODOXY (Thomas Carothers ed., 2006)

The September 11th Generation (with Rachel Kleinfeld), in AFTER JIHAD (William Marshall, ed., 2006)

The Thankless Task of Promoting Democracy, Op/ed, INT'L. HERALD TRIBUNE, Apr. 25, 2005

Reform Follows Function: Kyrgyzstan's Lesson to the West, THE NEW REPUBLIC (online ed.), Mar. 31, 2005

Stand by Ukraine's Struggle, Op/ed, L.A. TIMES, Nov. 28, 2004

Review: Building Democracy in Contemporary Russia: Western Support for Grassroots Organizations, 29 YALE J. INT'L L. 599 (2004)

Promoting Democracy is a Challenge, Op/ed, THE BALTIMORE SUN, Apr. 21, 2003

America Must Find Its Lost Voice, Op/ed, L.A. TIMES, Jan. 10, 2003

REFERENCES

[Redacted] (b)(6)

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Additional references available upon request

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

1999-present: **Delta Air Lines International Pilot**, 767ER,757ER, B737-200, -300G, -800, B727

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? PrivateEquity,Hedge Funds,and You Air Line Pilot* 2008;
*A Question of Balance:American Natl Sec'y Policy & Developing World-Texas Tech*2002

1996-99 **Vanguard Airlines B737 Pilot**; **Tower Air B747 Pilot**-Middle East, Africa, Asia ops

1992-96 **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)

1989-92 **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**
- 1991 **Kuwait Reconstruction**TDYConsulate Jeddah&Embassy Riyadh,Saudi Arabia

1986-89 **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 MOU negotiations for F/A-18 APG-65 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**

1972-92 **US Navy: Surface Warfare Officer DD-786 Naval Gunfire Support off Vietnam;**

USS Coral Sea (CVA-43) Officer of the Deck (Fleet),support Saigon evac and *Mayaguez* ops

P3C 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 Hermon 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 Current 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

ALISSA M. STARZAK



EDUCATION

The University of Chicago Law School, Chicago, IL. JD with honors, June 2000.

- *University of Chicago Law Review, Comment Editor.*

Amherst College, Amherst, MA. AB in Psychology, magna cum laude, May 1995.

- *Sigma Xi, Honorary Scientific Research Society, Spring 1995.*

IKIP, Malang, East Java, Indonesia. Spring 1994.

- *Semester study of Indonesian language and culture, including anthropological research on Islam.*

NATIONAL SECURITY LAW EXPERIENCE

Select Committee on Intelligence, United States Senate, Washington DC.

2007 – present

Counsel and Professional Staff Member, Chairman John D. Rockefeller.

- *Conducted oversight of all elements of the Intelligence Community, including monitoring of covert action programs and preparing Committee hearings on intelligence collection and analysis.*
- *Reviewed legal framework and analysis of intelligence issues, including military commissions, detention, rendition, interrogation, cyber security, collection of bulk data, privacy protections of U.S. persons in Executive Branch guidelines and policies, and revisions to Executive Order 12333.*
- *Staff member responsible for Committee work on detainee and interrogation issues in the Department of Defense and Intelligence Community.*
- *Counsel responsible for legal issues relating to covert action and Department of Defense clandestine activities.*
- *Participated in negotiating and drafting revisions to the Foreign Intelligence Surveillance Act (FISA).*
- *Drafted legislation, legislative history, Committee reports, Committee correspondence, investigative memoranda, speeches, and Chairman statements on issues relating to Committee business.*



Security Clearance and Training

- **Clearance:**  (b)(6)



- **Extensive training on the Law of War, state secrets privilege, legal basis for classification and declassification of information, legal restrictions on covert action, Classified Information Procedures Act, and privacy protections for U.S. persons in Executive Order 12333.**

OTHER LEGAL EXPERIENCE

- O'Melveny & Myers, Washington, DC.** *2001 - 2005*
Associate, Global Enforcement and Criminal Defense Practice Group.
- Led investigations of compliance with anti-money laundering regulations, OFAC regulations, USA PATRIOT Act, and Foreign Corrupt Practices Act for corporate clients.
 - Advised clients on criminal and regulatory probes concerning money laundering, bribery, and antitrust violations.
 - Composed anti-money laundering and anti-bribery policies and procedures for corporate clients.
 - Conducted legal audits of existing compliance programs for numerous international companies.
 - Prepared defense of criminal accounting fraud case against CFO of billion-dollar corporation.
 - Drafted appellate briefs, pretrial motions, and motions *in limine* for civil and criminal cases.
- U. S. Court of Appeals for the Fifth Circuit, Jackson, MS.** *2000 - 2001*
Law Clerk for Judge E. Grady Jolly.
- Drafted opinions and bench memoranda on statutory interpretation, Title VII, federal preemption, application of the Lanham Act, personal and subject matter jurisdiction, bankruptcy, and First, Fourth and Sixth Amendment issues.
- McCutchen, Doyle, Brown & Enersen, San Francisco, CA.** *Summer 1999*
Summer Associate.
- Researched and wrote memoranda on professional responsibility, environmental regulations, and class actions. Counseled indigent clients as part of legal aid program.
- Preston, Gates & Ellis, Seattle, WA.** *Summer 1999*
Summer Associate.
- Drafted corporate employee manual and revised corporate merger agreement. Composed research memoranda on municipal law and constitutionality of restrictions on local access television.
- Miller, Shakman, Hamilton, Kurtzon & Schlifke, Chicago, IL.** *Summer 1998*
Summer Associate.
- Assisted team of attorneys on appeal of desegregation case involving the administration of a receivership in public housing. Composed research memoranda on civil procedure issues, antitrust defenses, and corporate tax procedures.
- Indonesian Legal Aid Society (LBH), Manado, Indonesia.** *Summer 1997*
Intern Sponsored by the Robert F. Kennedy Memorial Center for Human Rights.
- Composed report of events and current status of cases for international human rights groups.
 - Researched American case law and documentation on mining and human rights abuses in Southeast Asia.
 - Translated case positions, reports, and articles from Bahasa Indonesian to English.
-

BAR MEMBERSHIPS

- District of Columbia (2002)
 - California (2000) (inactive)
-

MICHAEL JOHN STELLA



P R O F E S S I O N A L E X P E R I E N C E

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.
-

**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.

E M P L O Y M E N T H I S T O R Y

United States Army Various Locations	1998 – Present
NOVDN Consulting Corporation Minneapolis, Minnesota	1998
Prudential Insurance Company of America Plymouth, Minnesota	1993 – 1998
Norwest Mortgage Minneapolis, Minnesota	1992 – 1993
United States Army Reserve Saint Paul, Minnesota	1987 – 1998

E D U C A T I O N

University of Saint Thomas Saint Paul, Minnesota Degree: Master of Business Administration	1998
Macalester College Saint Paul, Minnesota Degree: Bachelor of Arts Majors: Economics and Organizational Psychology Minor: Sociology	1991

DR. LAURA STUBBS, PhD

Dr. Laura Stubbs is a native of Philadelphia, Pennsylvania. She was selected by the Assistant Secretary of the Navy (Manpower & Reserve Affairs) (ASN(M&RA)) for recall to active duty as a Human Capital and Lean Six Sigma Deployment Champion for the period November 2006 to September 2009. While there, she promoted the use of process improvement practices within ASN M&RA to better implement the Department of Navy Human Capital Strategy and Total Force Planning Management policies.

Dr. Stubbs entered the U.S. Navy as the first African-American Naval Nuclear Power School instructor. She later transferred to the US Naval Academy as an Assistant Professor in the Mechanical Engineering Department. Dr. Stubbs left active duty but continued service in the Navy Reserve qualifying as an Engineering Duty Officer specializing in life cycle management of ships and ships systems. Before 2006, her reserve service culminated in an assignment as the Commanding Officer of a detachment of the Inspector General office at the Naval Sea Systems Command. She is a graduate the Reserve Component National Security Course at the National Defense University and is now retired.

Dr. Stubbs currently works as a Process Improvement Specialist and Master Black Belt at the Naval Surface Warfare Center – Carderock Division. Formerly, she was the Chief Learning Officer for Carderock acting as the primary consultant to the Commanding Officer and Senior Executive providing the overarching strategy for technical learning and workforce development initiatives for 3200 employees. Prior to that position, she was the Branch Head for the Machinery Science and Technology Group at Carderock where she led a team of engineers and scientists to develop upstream technologies for the Navy. She is an Acquisition Professional and holds Level III certification in Systems, Planning, Research, Development and Engineering from the Defense Acquisition University.

Dr. Stubbs previously worked at Procter & Gamble where she held positions of increasing leadership, through Purchasing Group Manager level, applying supply chain management principles and leading teams in the delivery of key global materials for both the Beauty Care and Paper Divisions.

Dr. Stubbs earned a PhD in Mechanical Engineering from the University of Maryland at College Park. She received both the B.S.E. and M.S.E. degrees in Mechanical Engineering and Applied Mechanics from the University of Pennsylvania. She has been an adjunct professor with the Fels School of Government at the University of Pennsylvania where she taught a class on Program Management.

Dr. Stubbs received the Meritorious Service Medal for her work in ASN(M&RA) (September, 2009), the DoD Science Technology Engineering Mathematics (STEM) Role Model Award (March, 2006) and the VADM Samuel Gravely Award, bestowed by the Carderock Division, for achievement in equity and diversity (June, 2006).

Dr. Stubbs is a Life Member of the Navy League, Reserve Officers Association, National Naval Officers Association and the Association of the United States Navy. She is a member of the American Society of Mechanical Engineers, American Society of Naval Engineers, Military Officers Association of America, and Women's Memorial at Arlington Cemetery.

Laura D. Stubbs, PhD

(b)(6)

I am a successful leader and management professional with over 25 years of military, private and public sector experience in Human Capital Strategy development and policy deployment, Quality and Change Management, Strategic Communication, Technology Transfer and Acquisition/Purchasing.

Experience summary follows:

- * Served as the Lean Six Sigma Deployment Champion to the Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN(M&RA)). Conducted an organizational assessment of ASN(M&RA) efforts in order to validate the strategic direction of the office. Led an analysis of the effectiveness of those efforts and obtained additional resources to complete the necessary projects to execute Department of the Navy (DON) Human Capital Strategy and policies as well as support the readiness of DON personnel to prosecute the Overseas Contingency Operations.
- * Collaborated both internally across the DON and externally with the Office of the Secretary of Defense (OSD), the other Services, and the Department of Veterans Affairs for the successful accomplishment of many projects including the OSD Health Treatment Record Project as the Lead Black Belt.
- * Retired Engineering Duty Officer with a PhD in Mechanical Engineering from the University of Maryland at College Park. Possess both the Master and Bachelor of Science degrees from the University of Pennsylvania in Philadelphia, PA. First African-American Naval Nuclear Power School instructor.
- * Certified Department of the Navy Master Black Belt in Lean Six Sigma with experience as a member of the department's Transformation Team Leaders board. The board set direction by promoting process improvement as a tool to accomplish the strategic guidance of the leaders of both the DON and DoD.
- * Acted as an internal consultant to, and change agent for, the Command Officer of the Naval Surface Center at Carderock to define, recruit, train and shape the workforce of the future as the Chief Learning Officer.
- * Organized and implemented one of the most complicated logistics, customs, importing and exporting programs seen at Procter & Gamble in order to successfully launch a new, global product simultaneously on 4 continents.
- * Significant practical business, technology transfer, planning and budgeting experience within several industries (consumer goods, public utility, government and defense) as well as the DON. (b)(6)

BRENDAN C. SULLIVAN

PROFESSIONAL EXPERIENCE

Presidential Inaugural Committee

Route Director

Washington, DC

12/2012 - 1/2013

Worked for seven weeks to arrange Parade Route logistics for the 2013 Presidential Inaugural Parade. Managed a team of five along the traditional mile and a half long parade route. Team was responsible for all permitting, equipment allocations and coordinating with the United States Secret Service, a Joint Task Force of the U.S. Armed Forces, National Parks Service and D.C. District Government. Managed complex parade route construction with over ten subcontractors.

Obama for America

National Advance Staff

Chicago, IL

6/2012 - 11/2012

Orchestrated site and logistical event operations across the country for the President of the United States. Responsibilities included event preparation and management, planning the President's trip logistics and movements, and maintaining event budgets. Managed a team of two or three to execute successful and seamless campaign rallies.

Office of US Senator John F. Kerry

Regional Representative

Boston, MA

4/2009 - 4/2010 and 11/2010 - 3/2012

Led a region-wide outreach effort in Southeastern, MA and Cape Cod going to every town in the region for office hours. Managed labor relations and constituent casework on issues including unemployment, pensions, retirement benefits, workplace safety and discrimination. Responsibilities also included advancing the Senator's statewide travel and events, including a series of town-hall style meetings.

Bill Keating for US Congress

Field Director

Quincy, MA

4/2010 - 11/2010

Managed all field operations and events for Bill Keating's successful campaign for Congress in Massachusetts' 10th Congressional District. During a Primary Election, managed district-wide field operations with a number of full time volunteers and successfully orchestrated a full GOTV program. Oversaw six DCCC Field Organizers during the General Election and helped develop a district-wide coordinated campaign strategy with local and statewide elected candidates to execute an ambitious and successful GOTV operation.

John Kerry for US Senate

Regional Field Director

Boston, MA

5/2008 - 4/2009

Started on staff as a member of the operations team during Democratic State Convention. Following convention, transitioned to manage field operations in the South Shore and parts of Southeastern Massachusetts. During general election, served as both Kerry Regional Director and Coordinated Campaign staff to manage operations for five State Representative campaigns and one State Senate race in the Marlboro and Metrowest area.

EDUCATION

University of New Hampshire, 2008

Bachelors of Arts - Political Science

Minors - History & Sociology

Cumulative GPA: 3.41

Durham, NH

ADDITIONAL EXPERIENCES

- *White House Advance Associate*, December 2011 - May 2012 and February 2013 - Present - Presidential Site Advance Lead.
- *Ayanna Pressley for Boston City Council*, 2009, 2011 - Managed field operation and signature drive.
- *Democratic State Convention*, June 2009 - Worked as a member of the operations team for the Democratic State Party during issues convention in Springfield. Was assigned to manage stage operations.
- *Massachusetts AFL-CIO*, Summer 2007 - Legislative intern in the State Federation of the AFL-CIO

James Swartout

Experience	07/2008 – Present	Glover Park Group	Washington, DC
	Director		
	Currently specializes in government relations, legislative affairs, defense and national security issues, and corporate strategy at one of Washington D.C.'s premier government relations and public affairs firms.		
	03/2008 – 07/2008	Charles Lewis for City Council	Portland, OR
Senior Advisor			
Senior advisor for a city commission candidate for Portland, Oregon. Was responsible for overall campaign strategy including allocation of \$150,000 in primary campaign funds, media buys, political outreach, organization structure and communications. Served as strategist and chief of staff to the candidate.			
09/2006 – 03/2008	Truman National Security Project	Washington, DC	
Associate Director			
Functioned as the COO for the organization. Directed the Truman Project's congressional efforts, advocacy efforts and outreach with many progressive organizations. Interacted and liaised with members of congress and their staff, senior staff in various federal agencies and influential members of the progressive movement. Contributed to various projects on Capitol Hill including numerous items with the Senate Democratic Policy Committee. Designed and implemented many of the Truman Project's Congressional programs including the Security Scholars Program and the Summer Springboard Program.			
1/2005 – 09/2006	U.S. Senator Max Baucus	Missoula, MT	
Field Representative			
Coordinated local policy issues and was the principal liaison between Senator Baucus' Senate office and stateside government entities, businesses and key constituent groups. Advised senior staff and the Senator on local concerns and priorities. Key stateside staffer that coordinated and advised DC staff on veterans' issues, homeland security, drug trafficking, law enforcement, national guard and trade issues related to narcotics. Wrote press releases and key messages on behalf of the Senator and served as a member of the Montana Board of Veterans Affairs.			

Education	1992–1997	University of Portland	Portland, OR
	▪ B.A., History		

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 in 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."

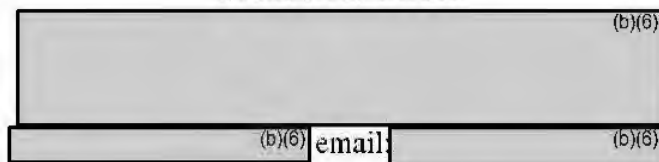
A professional staff member of the Senate Armed Services Committee from 2001-2002, Mr. Szuplat also served on the staff of the Commission on Protecting and Reducing Government Secrecy, chaired by Senator Daniel Patrick Moynihan, from 1995-1998. A 1995 honors graduate of American University in Washington, DC, he was selected for research/intern positions in 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."

A native of Massachusetts, Terence, his wife [REDACTED] (b)(6) and [REDACTED] (b)(6) live in Arlington, Virginia.

Samples and references available upon request.

[REDACTED] (b)(6)

Teresa M. Takai



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

Robert S. Taylor

Bingham

2020 K St., NW

Washington, DC 20007

Office Phone: [REDACTED] (b)(6) Cell Phone: [REDACTED] (b)(6) E-Mail Address: [REDACTED] (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

WILL WEST TERRY

(b)(6)

EXPERIENCE:

The White House, Presidential Personnel Office, Associate, Washington, DC Jul. 2013 – Present

- Drafting Presidential nomination and appointment memos for positions within the Obama Administration
- Editing personnel announcements before distribution by the White House Press Office
- Assessing federal agency hiring requests before review by the Director of Presidential Personnel
- Managing data input for and conduct due diligence background checks on applicants for political appointment

Presidential Inaugural Committee, Fellow, Washington, DC Dec. 2012 – Jan. 2013

- Investigated and scrutinized media security clearances for the Secret Service and Capitol Police
- Assisted the advance team with logistics and crowd control for the 57th Presidential Inaugural Parade

Obama for America Campaign 2012, Field Organizer, Martinsville, VA Aug. 2012 – Nov. 2012

- Recruited, built, and trained teams with hundreds of volunteers to execute campaign strategy
- Implemented get-out-the-vote efforts, including canvassing, phone-banking, and voter registration drives
- Turned out 10,317 voters in the county, contributing to a 3% point statewide victory

U.S. Senator Patrick Leahy, Legislative Correspondent, Washington, DC Dec. 2007 – Aug. 2012

- Researched, analyzed, and developed foreign and defense policy, including work with the Department of Defense, the Department of State, and the U.S. Agency for International Development
- Drafted policy memos, floor statements, and press releases for Senator Leahy
- Prepared for hearings of the Appropriations Subcommittee on State, Foreign Operations, and Related Programs
- Met and negotiated with constituent groups, legislative liaisons, and industry representatives
- Developed regular website content and new social media outreach

Salzburg Global, Intern, Middlebury, VT/Salzburg, Austria Summers 2006, 2007

- Organized seminars with world leaders on global issues, including food safety, currency, and climate change
- Investigated potential fundraising opportunities and communicated with board members

Dean for America Campaign, Field and Finance Intern, Keene, NH/Burlington, VT Nov. 2003 – Apr. 2004

- Conducted field operations in the city of Keene for the New Hampshire presidential primary
- Tracked donations and expenditures in the finance department at campaign headquarters

EDUCATION:

Air Force Command and Staff College, Washington, DC Oct. 2011 – Aug. 2012

- Enrolled in year-long seminar focused on national security
- Studied the evolution of U.S. military strategy from WWI to present

Truman National Security Project, Washington DC Mar. 2009 – Jul. 2009

- Awarded title of Truman Security Scholar after completing program in foreign policy and national security

Kenyon College, Gambier, OH Aug. 2003 – May 2007

- Bachelor of Arts in Political Science; Concentration in Public Policy

University of Melbourne, Melbourne, Australia Jul. 2005 – Dec. 2005

International Living Experience: Austria, Costa Rica, Australia Travel: India, Nepal, Argentina, France, Italy, NZ, Croatia

JAMES JOYE TOWNSEND JR.

(b)(6)

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 million 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 Balkans.

Developed a strategic outreach program featuring important newsmakers, such as CENTCOM commander General David Petraeus, CIA Director Hayden, 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 Summits 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.

MARISA TUGULTSCHINOW

(b)(6)

STRATEGIC INTELLIGENCE/POLICY ANALYST **Executive Writer / Briefer • Policy Consultant • Team Leader**

Accomplished analyst capable of identifying, understanding, and articulating complex and contentious global themes to senior decision-makers in fast-paced, high-pressure environments. Possess in depth knowledge of the Department of Defense (DoD) structure, functions, and military services, with firsthand experience preparing hundreds of written strategic articles in support of US foreign and national security policies. Extensive experience analyzing large volumes of all-source intelligence, advocating practical US and Allied military approaches toward Global War on Terror, Operation Enduring Freedom, and Operation Iraqi Freedom. Studied and well-versed in Near East and South Asian topics. Excels in managing team projects to anticipate customer senior policymaker needs.

Project Manager • Effective Communicator • Consensus Builder • Needs Assessment Expert

PROFESSIONAL EXPERIENCE

(b)(6)

JOINT INTER-AGENCY TASK FORCE - NATIONAL CAPITAL REGION (JIATF-NCR)

Northern Virginia
May 2011 – August 2012

(b)(6)

MARISA TUGULTSCHINOW

(b)(6)

(b)(6)

DEFENSE CONTRACTOR/CONSULTANT

Varied Locations
January 2009 – May 2011

- **Joint Improvised Explosive Device Defeat Organization (JIEDDO):** Prepared multiple briefings and written products using varied intelligence platforms to perform all-source analysis in order to identify, monitor, and evaluate emerging enemy tactics, techniques, and procedures (TTPs), Improvised Explosive Device (IED) proliferation, to ensure our troops were informed of evolving threats in Afghanistan.
- **CQ Press:** Development editor for an international political science reference publication. Provided substantive revisions and written inputs on articles produced by international experts and scholars in political science and global affairs.
- **Babylon Strategic Communications / USSOCOM:** Solicited by a West Point Professor colleague to work within a team to perform quantitative and qualitative sensitive research for a principle information operations campaign. Prepared extensive multiple written analytic reports strategizing a means for senior-level US policymakers to deter radicalization and anti-Western sentiment in emerging hotbeds, such as Southeast Asia.
- **United States Military Academy - Combating Terrorism Center (CTC) / US Military Combatant Command:** Worked for the Director of West Point's CTC to author an extensive strategic assessment discussing potential Iranian courses of action and policies in regard to Afghanistan. Client was a leading US military combatant command, my paper presented to VADM William H. McRaven.

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MARISA TUGULTSCHINOW

(b)(6)

EDUCATION AND PROFESSIONAL DEVELOPMENT

UNIVERSITY OF DELAWARE

Newark, Delaware • May 2003

Bachelor of Arts (BA) Degree, Political Science with Double Minor in History & English

FOREIGN SERVICE INSTITUTE - Near East Studies

Arlington, Virginia • May 2004

George P. Schultz National Foreign Affairs Training Center

JOINT MILITARY INTELLIGENCE TRAINING CENTER

Washington, DC • September 2004

Counterterrorism Analysis Course

DEFENSE STRATEGIC DEBRIEFING COURSE

Fort Huachuca • May 2012

HUMINT Training – Joint Center of Excellence

JOB RELATED SKILLS: Proficient in Microsoft Office (Word, Outlook, PowerPoint, Excel, Project), Google Earth, Open Source Internet Databases.

Proficient on JWICS/SIPR Computer Systems. Expert in using and handling HUMINT, SIGINT, IMINT. Proficient in using WISE, M3, TAC/Tripwire, HARMONY, CIDNE, (b)(6) SKOPE Tools, IC Reach, Praton.

TRAINING: Professional Public Speaking Course, Survival, Evasion, Resistance, and Escape, Electronic Signatures, Advanced Defensive Driving, Knowledge and Information Management Databases, Proper Classified Handling and Protection Requirements, Intelligence Oversight, Foreign Release Preparations

ADDITIONAL ACHIEVEMENTS/RECOGNITION

October 2011: JIATF-NCR Performance Award – Recognizing analytic achievements

August 2008: (b)(6)

August 2008: Personally recognized by (b)(6)

July 2008: (b)(6) Outstanding analytic performance

August 2007: (b)(6)

August 2007: Personally recognized by (b)(6)

June 2007: Personally recognized by the Director of Joint Intelligence Task Force – Combating Terrorism (JITF-CT) for service in Iraq with military coin

MAY 2007: Defense Joint Civilian Service Achievement Award

Defense Joint Civilian Expeditionary Medal

For service as GENERAL David H. Petraeus' senior MNF-I Iran analyst in Iraq

October 2006: Defense Joint Civilian Service Achievement Award

Defense Joint Civilian Expeditionary Medal: For service as one of GENERAL George W. Casey's senior counterterrorism analysts in Iraq

▪ Personally recognized by GENERAL CASEY with a Commander's coin

August 2005: Personally recognized by (b)(6) a Senior Executive Service member for critical 24/7 analytic support during London 2005 bombings

Valerie L. Tyburski

(b)(6)

Professional Experience

Event Manager – National Prayer Service (December 2012 – January 2013) *Presidential Inauguration Committee*; Washington DC

- Directed the planning and logistics for the attendance of all four sitting Principles to the National Prayer Service
- Trained and managed a team of colleagues on proper protocol and event procedures including site, press, and crowd logistics
- Liaison for the Presidential Inauguration Committee between the Washington National Cathedral, multiple White House Departments, United States Secret Service, and the White House Communications Agency

White House Advance Associate (May 2011 – June 2012, Resumed November 2012) *The White House*; Washington DC

- **Site Lead** (November 2011 to present) – Supervise site teams as the White House liaison working directly with the United States Secret Service, the White House Communications Agency, and external event partners to prepare for and execute over twenty domestic and international official Presidential events
 - Crafted and negotiated vendor proposals (contracts upwards of \$100K), managed vendor arrangements and event-day logistics
 - Responsible for communication of site execution to all parties leading up to and the day of the event
 - Designed and provided oversight of event space build out
 - Mitigate issues that arise during event and act as point of contact for arriving Principle and White House Staff
- **Advance Support** (May 2011 – November 2011) – Held multiple Advance support roles including airport, crowd, press assistant, and site assistant for over fifteen official White House events
 - Airport – Distributed Principal arrival and departure information to guests and press in order to successfully execute event activities
 - Crowd - Oversaw crowd management for events upwards of 3,000 guests
 - Press Assistant – Main point-of-contact for local and national press, responsible for event check-in and troubleshooting issues
 - Site Assistant - Coordinated pre-program events and assisted the Site Lead as directed

National Advance Staff – Site Lead (June 2012 - November 2012) *Obama For America*; Chicago, IL

- Executed the set up of site logistics for over twenty Presidential, Vice Presidential, First Lady and Second Lady domestic travel events ranging from 50 to 15,000 guests
- Negotiated and liaised between headquarters desk staff for vendor needs and set up, event budgets, and venue rental contracts
- Point of contact, on site, between the sitting Principal, traveling White House and Obama for America staff, White House Communications Agency and United States Secret Service

Scheduling and Advance Intern (Summer 2010) *The White House*; Washington DC

- Contributed to the coordination and preparation of domestic Presidential advance travel
- Event experience in site, crowd, and press logistics, all entities uniting as a team to complete a successful event
- Organized, categorized, and responded to scheduling invitations addressed to the President
- Enhanced professional composure through hectic events involving elected officials and high status public figures

Marketing Auxiliary Assistant (Fall Semester 2010 - Summer 2011) *Ball State University*; Muncie, IN

- Created and edited marketing materials to enhance promotional strategies for Ball State University's Bookstore, Print Shop, Conferences and Special Events divisions
- Contributed in the planning process that brought in one of Ball State's most profitable conferences, "Music for All"
- Emerged select Ball State University departments into new social media marketing sites

Cloud Computing Immersive Learning Project (Spring Semester 2011) *Business Marketing Ball State University*; Muncie, IN

- Collaborated with NPower IN to sponsor Cloud Computing Informational workshops for local non-profit organizations
- Crafted and edited marketing materials and media plan to promote workshops to non-profit organizations, including video marketing segments, brochures, newsletters, and social media options

Indiana Beach Marketing and Special Events Intern (Summer 2009) *Indiana Beach Amusement Resort*; Monticello, IN

- Coordinated over fifty caterings and special events throughout the summer ranging from 50 to 3,000 guests
- Scheduled large groups and companies for caterings and ticket package sales
- Assisted with guest relations with amusement resort questions and concerns

Debate Immersive Learning Project (Fall Semester 2009) *Communication Studies Ball State University*; Muncie, IN

- Gained effective and efficient communication skills through debate tournaments and taught those skills to high school debate classes
- Organized and assisted in many campus events such as meetings, student visits, and volunteer projects

Cardinal Corp Member (Fall 2007 – Spring 2011) *Ball State University*; Muncie IN

- Official hostess of Ball State, Nominated by Cardinal Corps as Secretary for the 2009 and 2010 school years
- Assisted with various Office of the President and special campus events such as conferences, dinners, receptions, and college fairs

Education

Bachelor of Science, May 2011
Ball State University, Muncie, IN
Accumulative GPA: 3.2

Major: Business Marketing
Minor: Communication Studies
Dean's List: Spring 2010/Fall 2010

Laura Updegrove

(b)(6)

EMPLOYMENT HISTORY

The White House, Washington, D.C.

Special Assistant to the White House Deputy Chief of Staff, Nancy-Ann DeParle

June 2011 – Present

- Drafted memoranda to the President and the Deputy Chief of Staff on multiple policy issues including health care, invasive species, the ASEAN Summit and the Summit of the Americas.
- Reviewed daily intelligence reports from the Situation Room and flagged pressing National Security concerns for the Deputy Chief of Staff.
- Attended meetings with the Senior Director of the National Security Staff on APEC and the ASEAN Summit and drafted policy memorandums for the Deputy Chief of Staff to prepare her for the interagency Deputies Committees meetings and to brief her prior to her travel to Asia and Hawaii with the President.
- Led the Air Force One and motor pool crew for the White House Advance Team during President Obama's participation in the Summit of the Americas in Cartagena, Colombia. Collaborated with Secret Service, the United States Military, embassy personnel and Colombian officials to prepare logistics for the President's travel in Colombia.
- Researched and catalogued commitments made by the President during the 2008 Presidential campaign regarding jobs, clean energy, women's issues, foreign policy, and health care and provided a written report on progress the Administration had made towards accomplishing those goals.
- Worked with the National Institutes of Health to draft letters to citizens suffering from Chronic Fatigue Syndrome regarding the Administration's efforts towards finding the causes and cures for the disease.
- Helped to facilitate and manage a series of meetings with the White House policy councils in preparation for the 2013 State of the Union Address.
- Prepared and participated in weekly meetings for the President's "We Can't Wait" initiative. Maintained spreadsheets tracking the executive actions taken and the status of implementation.
- Attended regular meetings with the Director of the Domestic Policy Council, the Director of Communications and senior staff from the Department of Health and Human Services to prepare a messaging strategy for the release of the Institute of Medicine's report on what should be considered "preventive" health care coverage as part of the Affordable Care Act.
- Worked with the OIRA Administrator and his team on the Regulatory Process and the Regulatory Agenda.
- Was called upon to fill in for the assistants to the Chief of Staff to the President, Jack Lew and Counselor to the President Pete Rouse on multiple occasions.
- Provided training to White House interns every three months and helped managed the intern selection process for the Office of the Chief of Staff to the President.
- Worked an average of 75 hours a week on the tasks above along with managing all day to day logistical needs and coordinating travel for the Deputy Chief of Staff.

United States Department of State, Washington, D.C.

Assistant to Deputy Secretary of State, James Steinberg

January 2009 – June 2011

- Coordinated and traveled with diplomatic teams to twenty-five countries while serving as a liaison to Washington D.C. regarding the substantive content of meetings. Countries visited include: Kazakhstan, Kyrgyzstan, Uzbekistan, China, Korea, Mongolia, Japan, the Maldives, Ethiopia, Djibouti, Ghana, Kenya, South and North Sudan, Uganda, Kosovo, Bosnia, Serbia, Israel, Slovenia, Greece, Belgium, Germany, Mexico, and Colombia.
- Participated in meetings between the Deputy Secretary of State and the Presidents of Colombia, Uganda, Kenya, and South Sudan. Provided the Deputy Secretary with talking points and background memos prior to these meetings.
- Prepared strategic background materials and remarks for the Deputy Secretary of State for his participation in local events and speeches. Worked closely with think tanks and universities to coordinate for speeches by the Deputy Secretary and traveled with him to these events.
- Conducted daily morning meetings with the Deputy Secretary on breaking news items and coordinated (b)(6) to provide national security materials.

Obama – Biden Presidential Transition Team, Washington, D.C.

Special Assistant

November 2008 – January 2009

- Managed the Senate confirmation process for James Steinberg and assembled testimony and questions and answers.
- Served as the liaison between the National Security Agency Review Team, the State Department, and USUN.
- Synthesized policy white papers and provided written memoranda to the State Department on the recommendations.
- Selected as one of twenty-five field organizers from over four thousand nationally to work on the Transition Team.

Obama for America Presidential Campaign, Philadelphia, PA; Ashland, OR; Madison, WI

Field Organizer

March 2008 – November 2008

- Formed and led teams of hundreds of volunteers as well as other paid staff in Pennsylvania, Oregon, and Wisconsin while consistently exceeding metrics set by the state leadership.
- Trained volunteers to organize phone banks, canvasses, surrogate events, house parties, and voter registration drives.
- Opened and managed several campaign offices and coordinated press conferences and surrogate speaking events.
- Won a national staff fundraising competition by raising \$25,000 in four weeks.

EDUCATION

University of California Santa Barbara, Santa Barbara, CA

2007 B.A., Global Studies with Honors/Dean's Honors List

2005 Education Abroad Program: Universidad de Concepcion, Chile

LANGUAGE & ADDITIONAL INFORMATION

- (b)(6)
- Proficient in Spanish.
- Worked in New Zealand through *International Student Volunteers* to build a trail in the rainforest and teach children about conservation.
- Backpacked for four months after college graduation to ten countries including India, Laos, Vietnam and Bolivia.

FREDERICKE E. VOLLRATH

(b)(6)

PROFILE

Senior level human resource manager and consultant with 35+ years of executive leadership experience including information technology management, organizational transformation, business development and strategic planning. Effective in revitalizing organizations through business transformation and orchestrating operations for international and multi-agency organizations. Polished public speaker; strong interpersonal skills.

PROFESSIONAL EXPERIENCE

HUMAN RESOURCE/EXECUTIVE MANAGEMENT

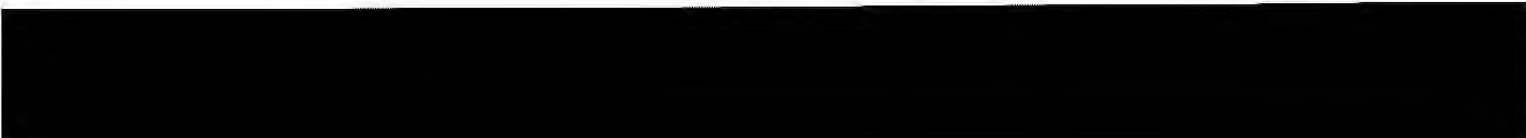
Lead global Human Resource management for Computer Sciences Corporation – a Fortune 150 information technology services company with \$16 billion revenue and 90,000 employees. Established policy and programs to align operations with corporate business strategy. Developed human resources strategy and implementation plan. Lead transformation of human resource operations into a centralized leveraged services organization. Reduced human resource costs by \$110 million annually. Member of corporate senior management team reporting to CEO and Board of Directors.

Directed all aspects of Human Resource Management and Administration for the Army. Provided corporate level strategic analysis and direction. Developed corporate policy and guidance. Managed a budget of \$28 billion in support of a 900,000 person organization. Created innovative programs to promote organizational values, equal opportunity, and leader development. Routinely worked with Congress and other corporation executives.

Managed a 13,000 member Human Resource organization providing worldwide services including: recruitment, staffing, development, sustainment, compensation and benefits, labor relations, organizational development, separation, employment law, and performance evaluation. Successfully downsized and merged several corporate organizations. Established operating parameters for key activities that cut operating expenses 12 percent. Revitalized basic research in human factors engineering.

INFORMATION TECHNOLOGY MANAGEMENT

Directed daily operation of 1200 person organization and budget of \$84 million, providing personnel information technology support to include design, development, maintenance, and use



of over 5000 production programs. Set information technology goals and objectives in an integrated resources plan. Developed human resource information systems architecture for managing the Army.

COMMUNICATION SKILLS

Presented public relations speeches, corporate level management decision briefings, and executive training seminars. Appeared before Congressional committees. Routinely dealt with national media.

EMPLOYMENT HISTORY

- Corporate Vice President Human Resources, Computer Sciences Corporation, 1999 – 2006
- Senior Vice President Human Resources, (title: Deputy Chief of Staff for Personnel – Lt. General) Headquarters Department of the Army, Pentagon, Wash. D.C., 1996 – 1998
- Regional Vice President Human Resources, (title: Deputy Chief of Staff, Personnel) Army Forces Europe, Heidelberg, Germany, 1994 – 1995
- Executive Director Human Resources Operations, (title: Director of Enlisted Personnel Management) Department of the Army, Wash. D.C., 1990 – 1994
- Chief Information Officer, (title: Commanding General) Personnel Information Systems Command, Alexandria, VA., 1988 – 1989

EDUCATION

- Master of Arts in Personnel Management, Central Michigan University
- Bachelor of Business Administration in Management, University of Miami
- Graduate, Ten Month-Executive Management Program Masters Equivalent, Army War College, Carlisle, PA

PROFESSIONAL AFFILIATIONS

- Professional Member, Society of Human Resource Management
- Prior Member, Board of Directors, CSC Employees Federal Credit Union
- Board of Advisors, California State University Dominguez Hills
- Prior Member, National Council of Human Resource Executives, Conference Board
- Member, Senior Executives Human Resources Round Table, UCLA
- Co-Chairman, Army Chief of Staff Retiree Council
- President, The Maude Foundation

David Vorland

- Education**
- University of Chicago, Chicago, IL**
M.A. in International Relations, August 2007
- Thesis: The Causes of Insurgency Following Conventional War
- Iowa State University, Ames, IA**
B.A. with Distinction in Political Science, May 2006
- 3.86/4.0 GPA within major
 - Minors in Philosophy and International Studies
- Work Experience**
- Barack Obama Campaign 2007-2008**
Regional Field Director-Northeast Region, North Carolina
- Managed a team of 14 organizers who recruited, activated, and trained over 4,000 volunteers
 - Coordinated the regional political, legal, media, surrogate, and operations activities with the field program
 - Reached over 60% voter turnout in every county, and won 10 of 17 counties in the region
- Field Organizer**
- Recruited, trained, and managed precinct captains and volunteers in Iowa, Wisconsin, Texas, and Indiana
 - Managed crowd control and volunteer recruitment efforts at events
 - Recruited and organized elected officials and party activists.
- Rick Dickinson for U.S. Congress 2006**
Field Staff
- Recruited, trained, and managed volunteers
 - Participated in strategy meetings
 - Helped to plan and organize events
- International Security Management Association 2005-2007**
Intern/Independent Contractor
- Development of ISMA website Knowledge Management Database
 - Performed logistical and administrative tasks at international security conferences
 - Compiled and reported member surveys and evaluations
- Clinton Dept. of Parks and Rec. Riverview Pool 2001-2006**
Lifeguard/Associate Manager
- Supervised staff and pool operations
 - Helped plan and run staff meetings and events
 - Worked with Dept. of Parks and Rec. staff on pool improvement plans
- Honors**
- ISU Honors Program 2002-2004, Dean's List 2003-2006, Golden Key International Honour Society Member, Vice-President of ISU Hooverball club 2004-2005, West Point Student Conference on U.S. Affairs Delegate 2005
- Computer Skills**
- Microsoft Office (Word, PowerPoint, Excel, FrontPage)

ALEX WAGNER

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EDUCATION

Georgetown University Law Center, J.D., 2005

Honors: Cum Laude; Dean's List: 2003, 2004, 2005

Research Paper: *Multilateralizing the INF Treaty to Strengthen the Missile Non-Proliferation Regime*

Activities: GEORGETOWN JOURNAL OF LEGAL ETHICS, Executive Editor, Volume 18

Current Development, *The "Outing" of Valerie Plame: Conflicts of Interest in Political Investigations After the Independent Counsel Act's Demise*

Law Clerk, Levine Sullivan Koch & Schulz, LLP, 2005

Research Assistant, Congressional Quarterly (U.S. Supreme Court beat), 2004 -2005

Law Clerk, American Constitution Society for Law and Policy, 2002 - 2003

Brown University, A.B., History (Warfare) and Political Science (Int'l Security), with honors, 1999

Honors: 1999 Samuel C. Lompart Prize for Best Paper Promoting International Understanding

Thesis: *Extinguishing the Atomic Fire: The Comprehensive Nuclear Test Ban Treaty and its Implications for the Nuclear Non-Proliferation Regime*

LEGAL/POLICY EXPERIENCE

Kirkpatrick & Lockhart Preston Gates Ellis LLP, Seattle, WA and Washington, DC

Associate, October 2005 - Present

- Lead associate directing U.S. Supreme Court argument strategy and drafting of merits brief as counsel for Washington Democratic Party in *Washington State Grange v. Washington State Republican Party, et al.*—a First Amendment challenge to the State's "Top Two" primary.
- Successfully briefed an activist group's civil rights challenge to the City of Seattle's parade permitting scheme before the district court and 9th Circuit
- Intellectual property litigator with specific experience in trademark and copyright enforcement on the Internet. Filed and managed over twenty federal software piracy and domain name cybersquatting lawsuits for Microsoft, often involving extensive third-party discovery and federal motions practice; counseled other clients on privacy, consumer protection, and advertising law.

Arms Control Association, Washington, DC

Non-Proliferation Research Analyst and Reporter, July 2000 - August 2002

- International commentator on nuclear and missile proliferation, published/aired in numerous outlets including BBC World Radio, *The Baltimore Sun*, *The Washington Times*, and *Detroit Free Press*.
- Primary expert on the Nuclear Non-Proliferation Treaty, weapons of mass destruction in Iraq, Iran, South Asia, and North Korea, the U.N. Security Council, terrorism, and export control policy.
- Authored numerous articles on nuclear weapons proliferation, the intelligence community, export control regimes, and international organization politics in *Arms Control Today*.

DFI International (now Detica Government Services), Washington, DC

National Security Research Analyst, June 1999 - July 2000

- Drafted/edited proposals, conducted research, and developed briefings on homeland security and Russian reactions to U.S. missile defense plans for the Office of the Secretary of Defense.

U.S. Department of State, Washington, DC

Arms Trade Intern, Directorate of Defense Trade Controls (PM/DTC), May 1997 - September 1997

- Drafted cables to U.S. embassies as part of interagency munitions end-use verification system.

POLITICAL EXPERIENCE

The White House, Washington, DC

Associate, Office of Presidential Personnel (Priority Placement), March 2009 - May 2009

Intern, Domestic Policy Council, Office of Health Policy, September 1997 - December 1997

Obama-Biden Presidential Transition Team, Washington D.C

Office of Public Liaison and Intergovernmental Affairs, November 2008 - January 2009

Obama for America, Chicago, IL

National LGBT Vote Research Coordinator, *Traveling Surrogate Radio Mgr.*, August 2008 - November 2008

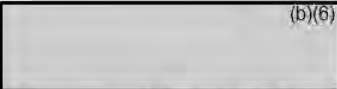
BAR ADMISSIONS

Admitted to practice in Washington (2005), U.S. Courts of Appeals for the Ninth Circuit (2006), and U.S. District Court for the Western District of Washington (2005).

PRESENTATIONS

Reporters Shield Legislation & the Internet, Society of Prof. Journalists Membership Conference (2008)
WMD Threats and Intelligence Estimates in Saddam's Iraq, Army War College Seminar (2002)

Nicholas C. Wallar



Education	2008-2008 <i>M.A. International Commerce and Policy Phi Beta Delta Honors</i>	George Mason University	Arlington, Virginia
	2000-2004 <i>B.A. History</i>	The College of William and Mary	Williamsburg, Virginia
Work Experience	May 2009-Present <i>Office of the Secretary of Defense (Policy), Afghanistan Desk Officer</i>	U.S. Department of Defense	Washington, D.C.
	<ul style="list-style-type: none">▪ Serving as a Country Director for Afghanistan with responsibility for international engagement portfolio, covering international contributions, coalition affairs, engagement with NATO and other international partners and engagement with senior foreign officials for the office of Afghanistan, Pakistan and Central Asia▪ Developed expert cognizance of policies, programs and plans concerning Afghanistan through regular support to DoD engagement within the interagency, with a specific focus on international and partner nation contributions to Afghanistan, including regular exposure to Pakistan and Central Asia issues▪ Improved communication on Afghanistan policy by maintaining daily personal and written contact with DoD and interagency partners on programs and policies concerning international engagement in Afghanistan▪ Coordinated successful engagements for senior foreign visitors to DoD for engagement on Afghanistan issues as well as for senior DoD leadership engagement on Afghanistan issues abroad▪ Represented DoD interests and the Afghanistan, Pakistan and Central Asia office on Afghanistan policy at interagency meetings, conferences and with international audiences, including as a member of interagency delegations to Australia, Italy, Germany, Malaysia, Russia, Jordan, NATO and SHAPE headquarters▪ Prepared policy planning for and executed senior-level trips by Secretary of Defense, Deputy Secretary of Defense and Under Secretary of Defense for Policy to Afghanistan and conducted follow-up reports▪ Provided timely input and guidance on Afghanistan policy to senior leadership, other country directors and organizations to support their requirements for engagement on Afghanistan policy issues		
	February 2009-May 2009 <i>Contractor</i>	Booz Allen Hamilton	McLean, Virginia
	<ul style="list-style-type: none">▪ Provided support the Global Operations Defense Contracts Team and was offered permanent position in recognition of superior performance▪ Improved operation and reliability of firm's contracts activity tracking system▪ Liaised with contract administrators to ensure comprehensive and accurate contract tracking		
December 2008-January 2009 <i>Staff Assistant</i>	Presidential Inaugural Committee	Washington, D.C.	
<ul style="list-style-type: none">▪ Served as deputy to the Foreign Dignitaries Liaison, and as a general staff assistant in the political department▪ Assisted with managing foreign dignitary participation at official inaugural events and receptions▪ Ran an event solutions center and assisted with invite troubleshooting programs			
July 2008-November 2008 <i>Field Organizer</i>	Obama for America/Campaign for Change	Iowa	
<ul style="list-style-type: none">▪ Represented presidential campaign in two counties and managed two field offices for general election▪ Recruited, trained and managed organizing teams to work in 28 precincts▪ Executed a four-day Get Out the Vote operation from four locations, resulting in record turnout▪ Coordinated local political and public affairs			
2005-2008 <i>Associate</i>	Stonebridge International LLC (now Albright Stonebridge Group)	Washington, D.C.	
<ul style="list-style-type: none">▪ Analyzed international/domestic security, politics, macroeconomic, trade, energy and finance policy for clients▪ Prepared, edited and wrote international policy reports for clients and senior staff▪ Assisted Chairman and Director of Communications with firm's media and public relations outreach▪ Managed elements of large client projects, provided research and analysis across various market sectors▪ Coordinated efforts of the firm's business development team and managed firm's website			



2004-2005 The Royal Hospital School Holbrook, United Kingdom
William and Mary Fellow

- Assisted in teaching middle/high school history, planned lessons, led classroom discussions
- Worked as a resident assistant in a school boarding house, mentored students, ran duty office responsible for 50 students, assisted with international school trips and led athletic teams/activities

Summers 2001-2004 U.S. Consulate General Frankfurt, Germany
Peak Season Visa Clerk

- Managed new applicant data for non-immigrant visa applicants
- Strengthened visa case processing team by providing reliable research and follow-up applicant correspondence

Summer 2000 U.S. Embassy Moscow, Russia
General Services Office Summer Hire

- Managed work orders for property office
- Served on property support staff for U.S. Presidential visit to Moscow in July 2000

Skills

- Strong interpersonal, writing and analytical skills, experience working on diverse teams
- Quick learning, self-motivated, productive under pressure
- Proficient with MS Windows, Apple OSX, MS Office suite, some website development/editing capabilities
- Some French, German and Russian language ability

Awards and Honors

- 2010 Selected to Attend Kokoda Foundation Young Strategic Leaders Seminar, Canberra Australia
- 2008 Phi Beta Delta Honor Society, George Mason University
- 2004 William and Mary Fellowship for The Royal Hospital School Tutor (2004-2005)
- 2001 Elected to co-administer William and Mary's "Habitat for Humanity" teams (2001-2002)
- 2000 Boy Scouts of America – Eagle Scout
- 2000 National Honor Society

Matthew Adam Warshaw

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GOVERNMENT EXPERIENCE

US DEPARTMENT OF COMMERCE

November 2009 - Present

Special Assistant, Office of the Secretary

August 2011 - Present

- Execute the daily schedule of the Acting Secretary of Commerce and handle all day-of logistics for the office.
- Coordinate daily and hourly information flow to the Acting Secretary in the form of briefing material, in-person briefings, memos and phone calls.

Special Assistant, Office of the Deputy Secretary

December 2010 - August 2011

- Oversaw scheduling operations within the Office of the Deputy Secretary, including management of long-term calendar, tracking of invitations and coordination of the Deputy Secretary's event logistics.
- Managed the flow of briefing material between the Deputy Secretary and other Department offices, including classified documents.
- Planned and executed roundtable events for Senior Administration officials as a part-time desk officer for the White House Business Council.
- Tracked participant feedback and metrics of over 3,000 White House Business Council roundtable participants and provided real time feedback to White House Business Council staff.

Confidential Assistant, Office of the Under Secretary for Economic Affairs

November 2009 – December 2010

- Drafted talking points, public speeches, presentations, briefings and data charts weekly for the Under Secretary.
- Managed development of a new bureau website to enhance communication with ESA consumers and overcame major security and technical deficiencies to create the first Drupal-based website at the bureau level.
- Created new media outreach strategy for the Chief Economist and placed him in major economic blogs.
- Oversaw the Under Secretary's long term calendar; implemented weekly scheduling meetings with the communications, legislative affairs and administrative staff to coordinate invitation requests and event preparation.

CAMPAIGN EXPERIENCE

FLORIDA CAMPAIGN FOR CHANGE, 16th Congressional District, Jupiter, FL

June – November 2008

Regional Field Director

- *Results: Won key swing county (St. Lucie) by 15 points; Exceeded Early Vote Turnout Goal.*
- Managed a staff of 14 organizers and over 400 volunteers in three field offices across seven counties responsible for tens of thousands of persuasion conversations.
- Tracked staff performance and provided guidance on implementation of field plan to ensure progress toward weekly and end of campaign goals.
- Facilitated the campaign's relationships with local Democratic groups and local political leaders.

OBAMA FOR AMERICA

May 2007 - February 2008

Field Organizer: Maine, South Carolina, and New Hampshire

- *Results: Won every town and 40% of total votes cast in the Conway region in New Hampshire.*
- Mobilized over 250 Colby College students to caucus for Obama in Maine (13% of student body).
- Co-managed satellite office and led trainings, daily phone banks, and weekly canvasses.
- Coordinated rallies, outreach events and roundtables featuring national surrogates and the candidate.

EDUCATION

Colby College, Waterville, ME

Honors: Dean's List: Fall 2004 and Spring 2005

Bachelor of Arts, January 2009

Activities: Colby Echo (newspaper); Colby Students for Barack Obama, Founder

Major: Government

Gregory J. Weaver

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Professional Experience

Deputy Director, Plans and Policy (J5), U.S. Strategic Command (1/2011 to Present)

- Senior advisor to the Director, Plans and Policy, and the Commander, STRATCOM on policy, strategy, and plans development across entire mission set (nuclear, ballistic missile defense, space, cyber, CWMD).
- Led STRATCOM participation in the post-NPR Deterrence Requirements Study and that informed new POTUS nuclear employment guidance.
- Led development of new planning process to implement POTUS nuclear employment guidance and improve both effectiveness and efficiency of U.S. nuclear operations.
- Led STRATCOM participation in Ballistic Missile Defense Hedge planning.
- Led development of STRATCOM Deterrence and Assurance Campaign Plan that implements tailored deterrence and assurance strategies during Phase 0 operations.
- Led STRATCOM participation in reform of Presidential decision support process for nuclear employment decision-making.
- Led preparation of STRATCOM Commander for Congressional hearings/engagements.
- STRATCOM representative to multiple international engagements with key allies: US-UK nuclear staff talks, US-France nuclear staff talks, Extended Deterrence Policy Committee talks with South Korea, and Extended Deterrence Dialogue with Japan.

Senior Advisor, Strategy and Plans, U.S. Strategic Command J5 (9/2007 to 1/2011)

- Senior advisor to Director, Plans and Policy and the Commander, STRATCOM on nuclear policy, strategy, and planning and deterrence strategy and planning. Made acting Deputy Director, Plans and Policy in Spring, 2009.
- STRATCOM representative to NPR Policy and Strategy Working Group, and principal advisor to STRATCOM Commander on NPR policy issues.
- Led STRATCOM analysis of potential New START negotiating positions, and proposed final compromise agreed to in negotiations re: deployed/non-deployed launcher limits.
- Directed adversary analysis, strategy development, and operational planning for three tailored deterrence campaign plans that were approved by the Secretary of Defense.
- Led STRATCOM Tiger Team to develop Command Concept of Operations for strategic communications. Concept was implemented.

Director, Strategic Deterrence Assessment Lab, SAIC (4/2005 to 9/2007)

- Built analytic organization to conduct all STRATCOM analysis of adversary leadership decision-making in support of Command's deterrence planning.
- Developed tailored deterrence strategic profile and adversary decision calculus assessment methodology.
- Developed OPLAN 8010 deterrence campaign planning methodology.

- Led mission analysis and strategy development for the first adversary-specific deterrence campaign plan ever approved by the Secretary of Defense.
- Conducted program, personnel, and financial management of \$1.2 million/year contract.

Division Manager, Assistant Vice President, Senior Analyst, SAIC (7/2002 to 3/2005)

- Managed a 35 person division of analysts that provided support to STRATCOM across the Command's mission set.
- Grew Division revenue and profit, maximized bonus allocation to my staff, expanded Division's business base to new organizations within STRATCOM.
- As a Senior Analyst I authored the Defense Department's Strategic Deterrence Joint Operating Concept for STRATCOM J5.

Program Manager, Senior Analyst, SAIC (3/1989 to 6/2002)

- Led small teams of analysts (2-5) in providing CWMD policy, strategy, and operations research analytic support to multiple Combatant Commands, OSD/Policy, ASD/SOLIC, Joint Staff (b)(6) (b)(6) the (b)(6) and Northrop Grumman's B-2 Division.

Legislative Assistant for Defense Policy to Senator Carl Levin (D-MI) (2/1987 to 2/1989)

- Principal national security advisor to Senator Levin, the Chairman of the Conventional Forces and Alliance Defense Subcommittee of the Senate Armed Services Committee.
- Supported Senator Levin's efforts in support of INF Treaty ratification, halting the reinterpretation of the ABM Treaty, and improvements in NATO conventional defense.
- Authored Senator's report entitled "Beyond the Bean Count: Realistically Assessing the Conventional Military Balance in Europe".

Legislative Assistant/Press Secretary to Rep. Charles Bennett (D-FL) (1/1986 to 1/1987)

- Principal national security advisor and press secretary to Rep. Bennett, the Chairman of the Seapower Subcommittee of the House Armed Services Committee.

Legislative Assistant to Rep. Pete Stark (D-CA) (10/1983 to 12/1985)

- Responsible for an array of legislative issues, including foreign and defense policy.

Defense Policy Lobbyist, Americans for Democratic Action (9/1982 to 9/1983)

- Sole legislative representative for defense policy issues to both House and Senate.

Education

Georgetown University School of Foreign Service, B.S., Comparative & Regional Studies, 1981

University of Pennsylvania, M.A., International Relation, 1982

University of Nebraska – Lincoln, pursuing Ph.D., Political Science (writing dissertation)

Publications

“Waging Deterrence in the 21st Century”, Spring 2009, Strategic Studies Quarterly, co-author with General Kevin Chilton.

Inviting Disaster: How Weapons of Mass Destruction Undermine U.S. Strategy for Projecting Military Power, 1997, co-author with J. David Glaes.

“Defensive Sufficiency and Military Reality”, 1990, Disarmament, co-author with William Cockell.

“Force Reductions: Where to Look Before Leaping”, June 1989, Military Forum.

“Beyond the Bean Count: Realistically Assessing the Conventional Military Balance in Europe”, January 1988, Report of the Chairman of the Subcommittee on Conventional Forces and Alliance Defense, Senate Armed Services Committee.

References



William F. Wechsler, CFA

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- CORPORATE EXPERIENCE** GREENWICH ASSOCIATES 2001 – present
Managing Director: Advise senior executives at the firm's institutional investment management clients in the U.S. and the U.K., including over a dozen of the world's leading asset managers. As Sector Leader, manage the firm's global market research and internal operations regarding our consulting practice. Also serve as the Facility 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 Advisor to the Secretary: Led interagency efforts to combat money laundering, both at home and abroad on behalf of Secretary Lawrence H. Summers. Oversaw 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 Counter-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 (b)(6) 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 selection of the UN Secretary General, UN reform, UN peacekeeping missions, and noncombatant 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 speechwriting staff. I wrote speeches, articles and testimony for General John M. Shalikashvili.
Special Assistant to the Assistant Secretary for International Security Affairs: Served on the Plans and Analysis Group, a policy-planning staff reporting to (b)(6)
- ACADEMIC EXPERIENCE** COLUMBIA UNIVERSITY 2003
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, Counter-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-Elect Eliot 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 Forum, National Committee on United States-China Relations (2003, 2005); Young Leaders Program, French-American Foundation (2001); Department of the Treasury Meritorious Service Award (2001); Department of the Treasury Secretary's Certificate (2000); Manfred Wornar Seminar for German-American Understanding (1997); Department of Defense Outstanding Achievement Award (1995)
- PUBLICATIONS** "Defeating the Jihadists: A Blueprint for Action," a Century Foundation Report, chaired by R. Clarke; with G. Aga, R. Cressey, S. Flynn, B. Mobley, E. Rosenbach, S. Simon and L. Wolosky, 11/04. "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, 6/04. "Dragged Down by Pensions," with C. McNickle, *Financial Times*, 2/9/03. "Banking on Your Company's 401(k) Plan" with C. 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, 10/02. "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 R. Smith, *Financial Times*, 1/25/02. "Strangling the Hydra: Targeting Al-Qaeda's Finances" in *How Did This Happen? Terrorism and the New War*, edited by J. Hoge and G. Rose (PublicAffairs, 2001). "Terror's Money Trail," *New York Times*, 9/26/01. "Follow the Money," *Foreign Affairs*, July/August 2001.

PERSONAL

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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.

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.
- Senior executive responsible for a diverse portfolio of major research and development programs focused on delivering breakthrough capabilities in manned and unmanned air, and sea platforms, space systems, novel weapons, and advanced tactical capabilities. Typical projects led to high-visibility demonstrations, rapid-reaction system acquisitions or critical impacts on major defense plans and programs.
- Developed comprehensive research investment strategies, planned and executed high-payoff technology and system prototype development efforts. Directed, mentored and motivated a staff of nationally recognized senior scientists and program managers. Managed concept development, program planning, technical execution, portfolio risk assessment, fiscal execution and transition to service customers.
- Key project highlights:

Orbital Express – Developed, launched and conducted an on-orbit LEO demonstration of a two satellite system demonstrating autonomous rendezvous, docking and space servicing; MITEX – Developed, launched and conducted an on-orbit GEO demonstration of three GEO microsatellite technology demonstrators; Falcon – Developed and flight tested the first commercially developed booster for low cost space access; Oblique Flying Wing – Initiated a new X-plane development effort to demonstrate efficient subsonic and supersonic flight; Heliplane – Initiated a new X-plane development effort for a high-speed gyroplane with a tip-jet reaction drive rotor system; Vulture – Initiated a new X-plane development effort to demonstrate an ultra-long endurance high-altitude unmanned aircraft; A160 – Developed and tested an unmanned rotorcraft that established a new unrefueled helicopter endurance world record; HyFly – Developed and flight tested the first Mach 6 cruise missile; HTV – Developed the first Mach 20 hypersonic aerodynamic glide vehicle; Blackswift – Initiated a \$750M joint effort with USAF to develop a Mach 6 capable aircraft; Micro Air Vehicle ACTD – Developed and demonstrated a ducted fan, man-portable hovering UAV adopted by the US Army Future Combat System and by the US Navy for EOD support; HELLADS – Developed the first practical, compact, tactically integrated diode pumped solid state laser weapon and UPI – Developed, fielded and demonstrated a 9000kg 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 in 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, optical and RF sensing, simulation and modeling and advanced human-machine interfaces.
- Key project highlights:
 - CPOF – Developed, hardened and fielded a distributed, collaborative command and control system adopted by the US Army as the principal C2 tool in Operation Iraqi Freedom; AT3 – Developed and demonstrated a networked ELINT targeting system for tactical aircraft, adopted by the US Air Force as an upgrade to current fighter aircraft; TTNT – Developed and demonstrated a wideband airborne data link for future network-centric systems; HURT – Developed new tools and techniques for managing and tasking swarms of heterogeneous unmanned air vehicles to perform coordinated functions; JIGSAW – Developed and demonstrated a high-resolution through-foilage three-dimensional LIDAR imaging system; FOPIEN – Developed and operationally demonstrated UHF/VHF through-foilage synthetic aperture radar and data exploitation system; MANTIS – Developed a next generation night vision capability integrating near, mid and long wave sensor data into an augmented reality environment for the individual soldier and Urban Combat – Led studies to address the technology needs of future urban combat and developed a portfolio of sensor, C2 and targeting technology developments efforts to address capability shortfalls.

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

Stephen P. Welby

(b)(6)

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

- (b)(6)

RICHARD O. WIGHTMAN, JR.

(b)(6)

SSN: (b)(6)
(b)(6)

(b)(6)

EXECUTIVE PROFILE

US Army Officer, Retired as Major General, Commanding General & Sr. Military Representative NATO HQ-Sarajevo / military service, 1968 -2009 / last 9 years on active duty in joint assignments. Proponent of multi-national / joint operations, interagency cooperation, and transformation initiatives. Designed foundational organizational management systems. Focused on Strategic Planning, Organizational Leadership, Research & Analysis, Joint Warfighting, Force Modernization, Concepts Development, Diplomacy, and Congressional Relations.

Dynamic, decisive leader; architect of comprehensive operational plans, procedures, policies, doctrine, legislation, and approaches to improve operational readiness, effectiveness, and efficiency of military units, organizations, and contingency operations on a global scale. Balanced parallel federal service and military-officer careers while leading highly complex, matrix-driven operations, and large-scope military, multi-functional training and analysis programs focused on national policy development, doctrine development, transportation, logistics, and training program development. Significantly improved the operational culture throughout matrix organizations including pioneering firsts.

Expertise in Department of Defense, Joint Coalition, and Allied Operations, as well as Fiscal Management and application of the Planning, Programming, Budgeting, and Execution process (PPBE). Technical Authority and advisor to senior government and military officials including the Secretary of Defense, the Joint Chiefs of Staff, Congress and the President.

EXECUTIVE EXPERIENCE

10/2012 – Present. Hrs pr wk: 60+.

Acting Principal Deputy Assistant Secretary of Defense (Reserve Affairs) Performing the duties of the Assistant Secretary of Defense (Reserve Affairs) Pentagon, Washington, DC 20301

Supervisor: Acting Under Secretary of Defense (Personnel & Readiness) Major General (Ret) Jessica L. Wright, Pentagon, Room 3E986, Washington DC 20301. (O) (b)(6) / Cell (b)(6)

Principal advisor (through the USD-P&R) to the Secretary of Defense with responsibility for policy, oversight, and support of the seven Reserve Components as part of the Operational (Total) force.

05/2012 – 10/2012. Hrs pr wk: 60+.

Acting Principal Deputy Assistant Secretary of Defense (Reserve Affairs) Pentagon, Washington, DC 20301

Supervisor: Assistant Secretary of Defense (ASD-RA) MG (Ret) Jessica L. Wright, Pentagon, Room 2E556, Washington DC 20301. (b)(6) / Cell (b)(6)

Principal Deputy responsible for all matters of the Office of the Assistant Secretary of Defense for Reserve Affairs, as they relate to the men and women of the Guard and Reserve. Serves as the key advisor to the ASD-RA with specific responsibility for all manpower, equipment,

facilities, medical and personnel policy matters supporting 1.2 million members of the Reserve Components of the United States Armed Forces.

*03/2010 – 05/2012. Hrs pr wk: 60+. Salary: (b)(6) SES level 2 Code 4
Supervisor: Assistant Secretary of Defense (Lt Gen Ret) Dennis McCarthy, USMC,
Pentagon, Room 2E556, Washington DC 20301. (O) (b)(6) Cell (b)(6)*

***Deputy Assistant Secretary of Defense (Materiel & Facilities)
Pentagon, Washington, DC 20301***

Principal deputy and advisor to the ASD-Reserve Affairs with specific responsibilities for exercising policy guidance and overall supervision of Guard and Reserve materiel, maintenance, equipment support and sustainability, construction and facilities.

*United States Army, 1968 to 2009 / Retired at Major General (b)(6)
09/2006-02/2009. Hrs pr wk: 80+. Salary: (b)(6) (Combat Tax Exclusion Area)
Supervisor: Admiral Mark "Lobster" Fitzgerald, Commander Joint Forces Command, Naples, Italy (b)(6) (b)(6) (May Contact)
Also may contact BiH MoD Dr. Selmo Cikotic (b)(6) US Amb to BiH (b)(6)
(b)(6) Prin Dep to High Rep (b)(6) (b)(6)*

Commanding General / Senior Military Representative/ NATO Headquarters Sarajevo (NHQSa) Camp Butmir / Sarajevo, Bosnia and Herzegovina

Senior US military official in Bosnia and Herzegovina (BiH) simultaneously leading four separate, dispersed, large military organizations with Title 10 authority over all US Forces; controlled all NATO operation BiH ensuring the complete safety and security of all US and NATO personnel in Theater. Supervised 200 personnel in the establishment of a single Ministry of Defense and Bosnian Armed Forces structure according to NATO standards, and led a multi-national NATO Headquarters charged with Defense Reform and Security Sector Reform. Administered a 6 million Euro NATO Headquarters budget, supervised 26 contracts worth over \$12 million Euros, and equipment and facilities valued at over \$150 million dollars.

Communicated with and advised senior level officials from numerous countries, but in particular the BiH Mod, US Ambassador, Principal Deputy Office of the High Representative, Chief of the Joint Staff, Chairman, Council of Ministers, and others. Senior Advisor to the Bosnian MoD Secretary General. Reported measures of effectiveness and performance within the Bosnian MoD and BiH Armed Forces to higher headquarters. Managed operations and navigated political and cultural sensitivities within the high ethnic diversity of Bosnia-Herzegovina which included over 50% of the population of Sarajevo being Muslim. Met with the "Reis" and other senior Muslim officials on a monthly basis.

- Led the transformation of the Bosnian Armed Forces into a modernized force, and ensured full capability of supporting international efforts in the Global War on Terrorism. Implemented programs measured to build institutional capacity within the BiH Mod's senior civilian leadership and directorates.
- Headed a Combined Task Force of seven NATO countries assigned the mission of apprehending, detaining and transporting Persons Indicted for War Crimes (PIFWCs).
- Senior advisor and Director for the MoD advisory team aligned with senior officials of the BiH MoD. Guided the Ministry of Defense and Bosnian Armed Forces on Partnership for

Peace (Pfp) and NATO membership. Established National Security authority and classified registries allowing the BiH to sign the NATO Security Agreement in record time; facilitated negotiations leading to a political agreement on defense property; and agreement to deal with weapons and ammunition as a priority.

Created an executive level seminar to educate members of the Presidency, the Ministry of Defense, and the BiH joint staff (GOs) on Pfp/NATO steps/processes needed for BiH to join NATO.

- Led and directed a US Joint Interagency Task Force involving US Military, US Embassy (US Ambassador), CIA, FBI, and other governmental agencies. Directed the US-only Joint Task Force and Intelligence support cells.
- Oversight leadership for ensuring advisors effectively and successfully mentored, coached, trained, and advised the executive level civilian leadership and Military leadership within Bosnia's MoD and Joint Headquarters including the Minister of Defense, both Deputy Ministers of Defense, Chief of the Joint Staff, Vice Chief of Staff, Directors General, Deputy Chiefs of Staff, and their respective subordinate Ministers.
- Downsized operations of the HQs; reduced the US footprint and decreased costs, while maintaining a vigilant presence in region, in a complex / politically charged environment. Responsible for the accountability, force protection, and mission accomplishment of the advisory team and their affiliated local national linguists.
- Designed innovative systems that enhanced team productivity, effectively streamlined manpower requirement by 50% and reduced management costs by 30% within months.

02/2004 - 09/2006. Hrs pr wk: 60+ Salary: (b)(6) (Major General)

Supervisor: Major General John "Goose" Gallinetti, USMC, Commander Joint Warfighting Center/ADM Ed Giambastiani, USN, Commander, US Joint Forces Command, Norfolk, VA

Deputy Commander, Joint Warfighting Center & Deputy Director, Joint Training / Senior Reserve Component Flag Officer, US Joint Forces Command, Norfolk, VA

Oversight leadership for the conduct and assessment of Joint Forces Training; validated Joint Concepts and Doctrine, (before, during, and after exercises) and integrated challenging training events into the Joint Task Force (JTF) environment. Liaised, coordinated, and applied transformation initiatives, specifically the Joint National Training Capability, to Joint events. Served as the US Joint Forces Command Senior Language Authority. Oversight supervision for 1,000 personnel and day-to-day operations of the Joint Warfighting center (JWFC).

Managed the Chairman, Joint Chiefs of Staff doctrine development and joint "lessons learned" programs. Maintained a coherent doctrine development process. Ratified or non-concurred with Allied and Joint Publications and other multi-national products.

Led staff assistance visits in the US Central Command Area of Operations. Led or participated in programs during CAPSTONE Joint Operations Module (JOM), the Senior Enlisted Leader course, and the 3-star JTF Commander's Pinnacle course. Spoke regularly to the Joint Forces Staff College, the Reserve Forces Policy Board, and the Joint Flag Officer Warfighting Course. Hosted or met with Ambassadors, foreign ministers, and Chiefs of Staff from over 20 countries, as well as myriad Congressional delegations.

- Transformed the training environment into a worldwide training support model using state-of-the-art communications, modeling and simulations, and doctrine. Created vision and led in the development and implementation of concepts, plans, and programs.

- Developed and promulgated Joint products from Lessons Learned for staff from force exercises and assessments to ensure US and Coalition forces were fully capable of operating as a Joint team upon arrival at any location worldwide.
- Led the development of flexible, robust Reserve Components for the Joint Warfighting Center. Designed and implemented new structures, processes, oversight, and innovations increasing the contribution of the components within the organizations.
- Led, supervised, coordinated, and developed recommendations in two studies for the Chairman, Joint Chiefs of Staff (CJCS), and the Secretary of Defense which implemented policy changes and new initiatives that positively affected the Reserve Components and their employment for years.
- Spearheaded Secretary of Defense (SecDef) directed study among Combatant commanders and Services to address Reserve Components' role in rapid deployment and sustainment of Joint Task Force Headquarters.

02/2001- 02/2004. Hrs pr wk: 50+. Salary: (b)(6) (Major General)

Supervisor: Honorable (b)(6) and later (b)(6) Phone: (b)(6)
(b)(6) & (b)(6)

Military Executive to the Reserve Forces Policy Board (RFPB) and Advisor to the Chairman, RFPB, Office of the Secretary of Defense, Pentagon, Washington, DC

Simultaneously served as the Military Advisor to the Chairman and Military Executive to the RFPB in the Office of the Secretary of Defense (OSD). Facilitated and often led the 24 member Board's focus on all seven Reserve Components' issues and challenges especially mobilization, materiel, and facilities policies and issues. Oversight for financial management and planning; reviewed the Planning, Programming, Budgeting, and Execution (PPBE) activities related to Reserve Component materiel, equipment, facilities, and logistical requirements.

- **Military Advisor:** Apprised the Chairman on a broad range of policy issues related to capabilities, readiness, and Political and Military implications of recommended changes for all seven Reserve Components. Acted as Chairman during meetings and trips in the Chairman's absence. Served as the Chairman's alter ego regarding policy guidance and program direction. Acted on matters on behalf of the Chairman; spoke for the Chairman.
- **Military Executive:** Directed and supervised the Board's full-time staff of 40 and ad-hoc Committees, the conduct of the Board meetings, the annual Report to the President and Congress, and the coordination of all actions concerning Reserve Component matters within the Office of the Secretary of Defense. Provided executive direction and policy guidance to all staff and committee members.
- Established the first-ever Working Group for the Joint Services in response to the Secretary of Defense's tasking to review policies and initiatives to improve mobilization policies and processes of the Reserve Components.
- Led the authorship of a White Paper approved by the Secretary of Defense as the standard for production of policy recommendations in support of the Guard and Reserves.

07/1999-02/2001. Hrs pr wk: 80. Salary (b)(6) (Major General)

Supervisor: LTG Thomas J. Plewes, Chief Army Reserve, (b)(6) May Contact)

Commanding General, 143rd Transportation Command, Orlando, FL

Strategic Planning: Oversight leadership for the Senior Transportation Headquarters in the US Army. Oversight leadership for all transportation units aligned to support 3rd Army (CENTCOM) and 8th Army (US Forces Korea) (the only Echelon Above Division (EAD)/Echelon Above Corps (EAC) command and control (C2) transportation command in the Army) including 44 units in 20 states (23,000 personnel); 26 were early deployers. Accountable for training readiness, mobility,

and deployability of Active and USAR transportation units with mission assignment to Korea and South West Asia. Led or participated in eight exercises in Korea and South West Asia. Developed strategic operational plans in collaboration with Army Staff, Combatant Commanders, FORSCOM, and the Chief of Transportation.

Recommended appropriate utilization of transportation assets in support of reception, staging, onward movement, and integration to both CENTCOM and Korean Theaters of Operation. Administered a \$6 million budget, equipment valued in excess of \$40 million, and managed a staff of 207.

- Directed the first Joint Logistics Over the Shore Command with active duty and Reserve Components' staff and units, reporting directly to me.
- Improved the readiness of the 143rd Transportation Command to unprecedented levels.
- CENTCOM Exercise Director for Bright Star 01, Egypt, coordinated efforts of more than 26 countries, including NATO member nations, and the US support for that Multi-National Exercise. Led Initial Planning team, Initial Planning Conference, two high-level visits to Egypt as Head of Delegation, and the Mid Planning Conference.

06/1998 – 06/1999. Hrs pr wk: 50. Salary: (b)(6) Major General)

Supervisor: LTG John G. Coburn, Deputy Chief of Staff for Logistics, (G-4), The Pentagon – US Army, (b)(6) (May Contact)

Assistant Deputy Chief of Staff for Logistics (Mobilization and Training), Office of the Deputy Chief of Staff for Logistics (DCSLOG), Department of the Army, The Pentagon

Advised the Deputy Chief of Staff for Logistics and the ODCSLOG staff on Reserve Components training, utilization, readiness, and mobilization. Represented the DCSLOG at the Army Material Command and the Military Traffic Management Command General Officer Reserve Components Policy meetings. Represented the DCSLOG as the Force XXI advisor.

- Participated in the mobilization of Reserve Components for exercises and support missions; analyzed and resolved matrix mobilization issues. Observed exercises; conducted assistance visits; visited, briefed, and assessed the readiness levels of myriad organizations and units.
- Presented Reserve Components and ODCSLOG program briefings to WARTRACE Conferences, Training Readiness Conferences, and other Reserve Components' forums.
- Re-energized USAR support to ODCSLOG, ensuring various RC augmentation programs worked effectively. Established an efficient command and control structure.

05/1996 – 06/1998. Hrs pr wk: 50. Salary: (b)(6) (Brigadier General)

Supervisor: MG Roger Thompson, Commanding General, Military Traffic Management Command, Falls Church, VA, (b)(6) (May Contact)

Deputy Commanding General for Mobilization & Training, Headquarters Military Traffic Management Command (MTMC), Falls Church, VA

Supported the role of the Reserve Components and the MTMC Commander's vision. Through organizational reengineering, assured a continued high state of readiness in all Reserve Components assets focused on Mobilization, Utilization, and Training requirements. Designed and provided oversight leadership in the development and administration of comprehensive and challenging training for over 4,000 reservists. Continually marketed traffic management control programs. Conducted special issue staff studies. Advised the Commander on development policies and procedures for mobilization or war-trace units. Supervised 36 full-time personnel and acted as Deputy Commander for an organizational headquarters of over 2,000 military and civilian employees.

- Participated in the Total Army Analysis (TAA) General Officer Steering Group and defended force structure requirements to support the organization's expanding role in port operations and management functions. Assessed terminal capabilities, port-handling requirements, and the capability of 60 units and 314 Individual Mobilization Augmentees to support deployment and redeployment missions.

EARLIER ASSIGNMENTS

- **Personnel Officer and Exercise Director, Prairie Warrior, 310th Theater Army Area Command (1995-1996)** **Assistant Chief of Staff of Security, Plans, and Operations, 19th Theater Army Area Command, 1994-1995** **Commander (O6), 917th Corps Support Group, 1991-1994** **Logistics Operations Officer (S-3), 917th Corps Support Group, 1989-1991** **Commander (O5), 418th Civil Affairs Battalion, CAPSTONE to 1st ID, 1985-1988** **Executive Officer, 2nd Battalion Engineer Officer Candidate School Brigade, 1982-1983** **Captain, Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), OSD, 1976-1978** **Captain, 48th Transportation Group, Republic of Vietnam, 1971-1972**

EDUCATION, AWARDS & ASSOCIATIONS

Masters Degree, Military Art & Science, US Army Command & General Staff College (GPA: 4.0); US Army War College, Carlisle Barracks, PA; BA History, Framingham State College, Framingham, MA (GPA 3.2); Joint Flag Officer Warfighting Course; National Security Decision Making Seminar, Johns Hopkins University, School of Advanced International Studies; Syracuse University, Maxwell School of Citizenship & Public Affairs; US Army War College Senior Reserve Component Officer Course; CAPSTONE, National Defense University; Joint Forces Staff College/Reserve Component National Security Course; Transportation Senior Officer Advanced Course; Civil Affairs Officer Advanced Course; Defense Equal Opportunity Management Institute (Senior Executive Seminar); Army Management Staff College

Awards: Distinguished Service Medal, 3 Defense Superior Service Medals, 2 Legion of Merit Medals, The Bronze Star with V Device, Purple Heart, 4 Meritorious Service Medals among others and The 2009 AUSA MG Earl Rudder Award.

PROFILE

Award-winning and dynamic strategic communications executive with more than 30 years of success, using innovation, creative energy and a collaborative spirit. Areas of expertise include:

Communications Strategy	Media Relations	Social and New Media
Branding	Reputation Management	Employee Development
Message Alignment	Crisis Communications	Start-ups
Plain Language Conversion	Interagency Coordination	Change Management

CAREER HIGHLIGHTS

- Served as first Senior Advisor - Strategic Communications to Secretary of Department of Veterans Affairs
- Selected as first Executive Producer at MSNBC to supervise coverage of Washington, DC and Politics
- Awarded National EMMY for Team Reporting, "The Attacks of September 11"
- Leadership role in five successful launches of new News divisions of NBC News
- Demonstrated success for more than 16 years as C-Suite communications executive

PROFESSIONAL EXPERIENCE

Reingold, Inc.; Alexandria, Virginia

June 2012 - Present

Vice President

- Provides strategic direction for communications and marketing agency's media relations and public awareness campaigns on issues facing Veterans and the military community.
- Develops media strategies and strategic counsel to raise profile of public service leaders as thought leaders and subject matter experts.

U.S. Office of Personnel Management; Washington, DC

May 2011 – June 2012

Director - Communications & Public Liaison

- Directed all internal and external communications to include press, social and new media, principals' speeches, presentations and interagency coordination
- Enhanced core message synchronization by establishing OPM's first Strategic Communications Calendar
- Implemented agency's first Social Media Policy and more than doubled views of OPM videos on YouTube
- Created vastly improved alignment with organization's mission while more effectively using organization's resources.
- Built cohesive 19-member communications staff through enhanced performance standards, individualized training schedules, quarterly reviews, daily staff "Synch Meetings" and regular feedback
- Streamlined communications document review and oversight, trimming several days off review processes
- Managed \$2.3 million budget with new oversight procedures that resulted in \$100,000 savings in eight months
- Principal OPM contact to White House Communications
- Selected as agency's Information Officer, Plain Language Officer, COOP Officer, and Diversity and Inclusion Advisory Council member

U.S. Department of Veterans Affairs; Washington, DC

2009 - 2011

Senior Advisor - Strategic Communications, Office of the Secretary

- First Strategic Communications Advisor to Secretary at second largest federal agency in United States
- Greatly increased awareness of the Secretary and agency's mission to internal and external stakeholders
- Effectively communicated internal and external messages across three agency administrations and over 300 VA facilities across the country using innovation, creative energy and a collaborative spirit

(more)

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Rosemary F. Williams

(OPM Continued)

- Directed integrated strategic communication policy through first agency-wide Strategic Communications Council
- Conceptualized and implemented proactive and crisis communications initiatives simultaneously
- Provided executive leadership and strategic vision, reputation management and branding
- Designed and implemented regular two-day strategic messaging stakeholder briefings with 200 attendees
- Designated Department representative for the White House Interagency Council on Military Families

Blue Star Families (BSF); Arlington, Virginia

2009

Director of Communications

- Directed outreach communications initiatives for a national military family non-profit organization committed to educating lawmakers and the public at large about the challenges facing today's military families
- Supervised BSF participation in congressional briefing with Speaker Pelosi and eleven Members of Congress
- Represented BSF at national meetings, initiated and supervised media coverage
- Planned and executed public launches of national programs to benefit military families

Helios Global; Arlington, Virginia

2008 – 2009

Writer (Contractor) – National Security

- Lead writer on analytic studies on factors contributing to radicalization in America, including; "The Lackawanna Six – Case Study in Radicalization," "Battle in Seattle' – 1999 WTO Protest," "Domestic Terror – William Krar," "Domestic Terror – Demetrius Van Crocker"
- Contributing writer on study of "2004 Madrid Train Bombings –A Case Study"
- Collaborated with company principals and subject matter experts on quality control processes

PBS Network, WETA-TV

2002 – 2007

Senior Producer – "Washington Week with Gwen Ifill"

- Directed production and editorial procedures for weekly, live, nationally syndicated news and public affairs show.
- Created and launched two, one-hour "Operation Iraqi Freedom" prime time specials
- Created half-hour show pilot for national syndication, "Unfiltered" hosted by journalist/columnist Tucker Carlson

MSNBC, Washington, DC

1997 – 2002

Executive Producer - Washington DC/Politics

- Selected as NBC's first Washington, DC news executive to help create and launch MSNBC, NBC's first 24 hour live news service
- Designed, directed and managed ongoing vibrant news operation, including; all MSNBC coverage of politics, breaking news and news events in Washington, DC
- Successfully executed critical decisions on editorial content in real time, as news unfolded.
- Selected as network management liaison with White House, Dept. of Defense, Dept. of State and federal agencies
- Held security media passes for Capitol Hill, White House, Department of Defense

NBC News, Washington, DC and Charlotte, North Carolina

1991 – 1997

Senior Producer

- Managed staff of twenty; reporters, producers, editors and technicians; facilitating hourly live coverage for all breaking news and news events in Washington DC for 302 NBC affiliates and foreign clients
 - Field produced high-visibility international events including South Africa's first election, 50th Anniversary of D-Day, Yeltsin-Clinton Summit, and every major national political event during this three year period.
 - Senior newsroom manager responsible for all daily news production of NBC's largest global news gathering operation based in North Carolina edited 70-80 scripts daily to meet several daily national deadlines
 - Staffed and directed construction of Capitol Hill news bureau
 - Supervised Command Center during national news crisis including, plane crashes, earthquake, hurricanes, fires, Papal visits, several celebrity funerals, and Clinton Presidential Campaign
- (more)

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Rosemary F. Williams

WBZ-TV, Boston, MA

1982 - 1991

Special Projects Producer

- Initiated, researched and produced several award-winning investigative reports and documentaries
- Supervised coverage of major news events in Boston including Dukakis Presidential Campaign, Nelson Mandela visit to Boston, weather emergencies and high-profile criminal trials including organized crime boss, Joseph Patriaca
- Lead producer for three- and five-part news series during critical ratings periods

AWARDS

Commendation for "expertise and leadership" – Department of Veterans Affairs - 2011
National EMMY Award for News - Team Coverage, "Presidential Inauguration 2009"
National EMMY Award for News - Team Coverage, "Attacks of September 11"

"Apartheid: The Frontline Nations" - 1990
National Edward R. Murrow Award
National Association of Black Journalists Award
Clarion Award from Women in Communications

"Heal the Children" (Guatemala) - 1990
National Gabriel Award
New England Regional EMMY Award

"Miscarriage of Justice?" - 1989
New England Regional EMMY
Investigative Reporters and Editors Award

APPOINTMENTS, PUBLICATIONS, MEMBERSHIPS

- Chairman – Board of Directors, MPower, 501(c)3 non-profit that promote resiliency for military families through the military spouse
- National Security Fellow, Air University, USAF – 2001
- Fellow - Poynter Institute for Media Studies, "Ethical Decision Making" – 2001
- Award-winning watercolor artist. Works profiled in Watercolor Magazine - 2001
- Author - "*Maritime Annapolis - A History of Watermen, Sails & Midshipmen*," History Press; Second printing- 2010
- Author - "*Oh, Sammi! Oh, Sammi*," children's picture book dedicated to military children - 2007
- Baltimore Council of Foreign Affairs
- Annapolis Federation for the Arts

(end)

PAMELA WILSON

(b)(6)

WORK EXPERIENCE

Department of Defense

May 2010 - Present

Office of the Secretary of Defense

Protocol Officer

Plans, directs, and coordinates the preparation and execution of ceremonies, meetings and social events for the Secretary of Defense and the Deputy Secretary of Defense.

- Maintains knowledge of international protocol and military precedence to assure visiting dignitaries, including Heads of State, Ministers of Defense and Foreign Ministers, are provided the appropriate honors and hosted in accordance with their cultural customs.
- Oversaw the development and continues to lead the OSD White House Tour for Wounded Warriors program, providing Wounded Warriors from Walter Reed National Military Medical Center and Fort Belvoir with private guided tours of the White House and opportunities to meet with President Obama, Vice President Biden, the First Lady and other senior White House officials.
- Provided integral support for two Secretary of Defense transitions, one Deputy Secretary of Defense transition, the 2012 NATO Summit in Chicago, and three September 11th Pentagon Memorial Ceremonies.
- Maintains a comprehensive list of contacts and frequent communication with a wide array of government agencies including the White House, the State Department, National Security agencies, U.S. Secret Service, Embassies and various high-level offices within the Department of Defense.

The White House

Office of Presidential Personnel

November 2009 – April 2010

Associate

Assisted in the candidate nomination and confirmation process for Presidential appointees with a general emphasis on research. Responsibilities included providing public records checks for candidates ranging from Schedule C appointments to Senate confirmation nominees, attending weekly White House liaison and Presidential Personnel meetings, and assisting in acquiring and maintaining current data for positions and nominees.

Office of Scheduling and Advance

February 2009 – October 2009

Associate

Coordinated the protocol and logistics for appearances by President Obama, Vice President Biden and the First Lady on domestic and foreign visits. International trips include the President's visit to Cairo, the Vice President's visit to Sarajevo, and the First Lady's visits to the Vatican and the G-20 Summit in Pittsburgh.

- Responsible for briefing the President, Vice President or First Lady upon arrival at a site and leading them through the remainder of their appearance.
- Provided direction from the White House to United States Embassy officials abroad to negotiate the terms of the visit and coordinate protocol between the White House and foreign states.
- Worked with U.S. Secret Service and the White House Communications Agency to determine the best logistical scenario to meet the needs of the principal while maintaining a secure environment and ensuring that all communications reflect the standards of the White House.

Presidential Inaugural Committee 2009

December 2008 – February 2009

Office of Ticketing and Credentials

Deputy Director

Led a team of 13 ticketing and credentials staff to develop and implement the access plan for all the Presidential Inaugural Balls and Bi-Partisan Dinners for President-Elect Obama.

- Hired and managed a staff of 13 ticket and credentials coordinators to implement credentialing and access plans for each specific site.
- Developed an overall budget for all inaugural balls and dinners, acquired vendor contracts, and delegated assignments and contacts to specific coordinators

- Working with the PIC Chief of Staff, the Director of Ticketing and Credentials, and PIC department heads, reviewed requests to determine credential assignments for all PIC staff, vendors, and talent for inaugural balls and dinners.
- Worked with the United States Secret Service to obtain background checks and to develop an overall access identification system.

Obama for America

February 2007 – November 2008

National Advance Staff

Designed and implemented crowd logistics for campaign appearances by Senator Obama throughout the country and abroad.

- Head of advance crowd team for Berlin Speech, Election Night at Grant Park, Convention week with Mrs. Obama, Announcement Tour in Cedar Rapids, IA, and Presidential Debate at Hofstra University.
- Recruited, trained and oversaw teams of up to 300 volunteers to staff events ranging from small meetings to rallies in excess of 200,000 attendees.
- Devised plans for public outreach to craft audiences suited to the message and type of event.

Democratic Campaign Contractor

October 2006 – January 2007

Provided strategic logistical planning and staffing recommendations for campaign events throughout the country during the 2006 elections, including Rendell for Governor, and Lamont for Senate; as well as the Presidential Campaign Announcement Tour of Governor Tom Vilsack.

Joint Economic Committee

March 2005 – June 2006

United States Congress

Democratic Staff Assistant

Provided general office support, with an emphasis on assisting the press and communications staff.

- Assisted in editing committee reports and press releases; drafted press releases and advisories; designed layout of publications; posted documents to committee website; and distributed electronic and hard-copy publications broadly both on and off Capitol Hill.
- Prepared member and staff briefing books for committee hearings.

Senator Barbara Boxer

February – March 2005

United States Senate

Press Intern

Responsible for daily tracking of national press coverage, researching and distributing news articles concerning local, national and international affairs, and compiling weekly press coverage reports.

Kerry-Edwards 2004

June – November 2004

National Advance Staff

Created and implemented plans to obtain and manage large audiences for appearances by presidential candidate Sen. John Kerry throughout the country. Oversaw successful crowd development and control, including building and managing largest gathering of the presidential campaign (*Fresh Start for America Rally with Senator John Kerry and President Bill Clinton*, Philadelphia, PA, 120,000 attendees).

EDUCATION

University of Wisconsin-Madison, B.A.

2004

Maret School, Washington, DC

2000

W. Montague Winfield

(b)(6)

OBJECTIVE An executive position within a branch or agency of the federal government

SUMMARY Over 20 years of senior level experience in all aspects of operational management. Experience ranges from leading an organization responsible for directing the activities of over 315,000 people to service as Deputy Director of Operations for the Chairman of the Joint Chiefs of Staff. A proven record of maximizing employee productivity while exceeding organizational goals and objectives. Polished verbal and written communicator with an innate ability for planning and a keen sense for the financial health of an organization. Top Secret Clearance. Relevant skills include:

- **Operations Management**
- **Marketing**
- **Team Building**
- **Logistics Management**
- **Strategic Planning**
- **Financial Management**

ACCOMPLISHMENTS

Operations Management Reshaped the Army's largest officer-producing command and removed excessive layers of management, non-value added processes, and low process velocity by effectively employing the Lean Six Sigma methodology to identify efficiencies. Achieved a 25% reduction in managerial positions while enhancing operational control.

Team Building As the senior leader of Cadet Command, implemented professional development programs that reversed a previous downward trend in Officer Accessions. Independently administered and analyzed attitudinal surveys and refocused the staff and cadet training curriculum to improve individual and team development. Achieved a marked increase in the performance of the organization and met all cadet accession goals in spite of severe personnel and resource challenges.

Strategic Planning While serving as Commander of the Joint Prisoner of War/Missing in Action (POW/MIA) Accounting Command, orchestrated the merger and integration of two separate military organizations into a multi-functional corporate organization responsible for joint POW/MIA recovery operations in 50 countries. Improved organizational effectiveness by 20 % while reducing overall expenditures by \$5 million.

Marketing While serving as Commanding General of Cadet Command, developed a marketing strategy that proved successful in overcoming the declining propensity for top quality students to enroll in Reserve Officer Training Corps (ROTC) during time of war. The resulting improvement in market message and brand image resulted in a 20% increase in quality freshmen enrollment – which ultimately yielded an increased number of lieutenants for America's Army.

Logistics Management While serving as the Assistant Division Commander for the 25th Infantry Division, developed and implemented a campaign plan that addressed the poor attitude and performance the unit had in the logistics and maintenance arenas. Strengthened organizational controls, individual accountability and management reporting which transformed the unit into one of the Army's premier performers. Was recognized for improving logistics and maintenance readiness rates by 20 percent.

Financial Management

As the Commander of US Army Cadet Command, designed and implemented a comprehensive budget plan that mitigated a \$98 million funding shortfall. Effectively sustained educational standards, quality of officers produced, and student through-put while reducing program cost by 17%.

WORK HISTORY

Federal Coordinating Officer (FCO) 2010-Present
FEMA/DHS, Region IV Headquarters, Atlanta, Georgia

One of a select group of highly trained individuals appointed to serve as a FCO for FEMA, who represents the President and coordinates all federal response and recovery activities in the aftermath of Presidentially declared disasters.

Consultant for L3/MPRI 2009-2010

Commanding General 2005-2009
U. S. Army Cadet Command, Fort Monroe, Virginia

Led the national-level Army ROTC and Officer Candidate School (OCS) programs that provide 82% of the Army's Officers. Executed a \$780 million budget and trained more than 315,000 personnel annually.

Commanding General 2003-2005
Joint POW/MIA Accounting Command, Hickam Air Force Base, Hawaii

Senior U.S. government representative for prisoner-of-war and missing-in-action issues. Coordinated and executed analysis, conducted negotiations with foreign governments, and led investigations, recoveries and identifications worldwide. Managed an annual budget of \$50 million.

Asst Division Commander (S)/Deputy CG, Multi-Nat'l Div (N) 2002-2003
25th Infantry Division, Schofield Barracks, Hawaii and Bosnia

Directed logistical, maintenance and administrative operations for a 15,000 person military unit equipped with 6,000 vehicles. Managed a \$200 million budget and supervised a community of over 10,000 people.

Deputy Director (Operations), Nat'l Military Command Center 2000-2002
Joint Staff, Pentagon, Washington, DC

Personally led the team that performed worldwide monitoring, crisis action and nuclear strategic watch functions. Convened conferences that apprised the National Command Authority of crisis events and provided the President of the United States with available courses of action and recommendations.

EDUCATION

M.A. Liberal Studies -- Corporate Management, University of Pennsylvania
M.Ed. Educational Media, Virginia State University
B.S. Health and Physical Education, Virginia State University
Senior Military Fellow -- Council on Foreign Relations, NY, NY
Graduate of the NAVSEA Lean Six Sigma College -- Green Belt
Graduate of the Army Comptroller School -- Army Comptroller

LISA J. WISWELL
TECHNOLOGY PORTFOLIO MANAGER

(b)(6)

QUALIFICATION HIGHLIGHTS

- Accomplished leader with proven record of success in fast-paced, professional environments.
- Adaptive task manager with refined time-management, organizational and problem-solving skills.
- Efficient implementer of complex projects in multi-stakeholder and independent environments.
- Polished verbal and written communicator to senior executives and action officer colleagues.

TECHNOLOGY OUTCOMES

- Overall Portfolio: Manage over \$200M across 30 federally funded cyber contracts, cooperative agreements, and grants to Universities, small businesses, large defense contractors, and commercial companies.
 - Academics: Enable Universities to research advanced technology concepts, particularly in cyber adversary dynamics and Binary Executable Transforms, and publish papers to advance the open source discussion. Notable academic partners: (b)(6) Berkeley, (b)(6) Wisconsin, and (b)(6) Dartmouth.
 - Offensive Cyber: Deliver classified technology to enable mission critical operations to transition partners including (b)(6) Army Cyber Command, Navy Cyber Warfare Development Group, and the Air Force 90th IOS. Participate as a Subject Matter Expert for technical operations. Tech Areas: advanced reverse engineering, command and control, cyberweapon creation, malware analysis, vulnerability research and exploitation.
-

WORK EXPERIENCE

The Defense Advanced Research Projects Agency (DARPA), Arlington, VA

April 2009-Present

Technology Portfolio Manager & Chief of Staff - The Tipstone Group, Fairfax, VA

January 2011-Present

- Strategically plan and develop technical, financial and programmatic objectives for cyberwarfare programs in the Information Innovation Office (I2O) of DARPA.
- Oversee technical direction of engineers, developers, and hackers from over 20 companies across eight technical areas to enable them to advance the state of the art and push technical boundaries. Incentivize technical performers to take risks and advance program concept to prototype and then to a transitionable product for the warfighter or to a commercial product.
- Responsible for making the distinction between an innovative idea and a bad one.
- Manage team of six as Program Manager's Chief of Staff. Provide strategic management and program analysis using the scrum agile software development methodology.
- Assist Program Manager with creating and developing innovative program ideas. Most notable includes Foundational Cyberwarfare (Plan X), seen as the game changer in how the US government will conduct and defend against cyberwar. http://www.washingtonpost.com/world/national-security/with-plan-x-pentagon-seeks-to-spread-us-military-might-to-cyberspace/2012/05/30/gJQAEca71U_story.html
- Responsible for communicating complex concepts to high-level government officials, corporate executives, and venture capitalists.
- Thorough understanding of DoD and IC research and development infrastructure, policies and processes.

April 2009-January 2011

Program Control Analyst - ManTech SRS Technologies, Inc., Arlington, VA

- Strategically planned program objectives for the offensive cyber programs in DARPA/I2O.
- Managed the cyber and optical encryption programs for the DARPA Strategic Technology Office (STO).
- Managed a team of five as the program manager's task lead. Provided strategic management to three additional program managers.
- Oversaw program execution and monitored program funding. Prepared all necessary documentation in the development and execution of several dynamic programs. Researched and fleshed out new program ideas for Program Manager to pitch to Tech Council, DARPA's Board of Directors equivalent.
- Liaised between the DARPA program manager, performing contractors, and government contracting officers, to ensure contract deliverables were provided and deadlines were met. Prepared, maintained and tracked the status of each contracted effort.

- Prepared and handled logistics for Source Selection Evaluation Boards, Program Kick-Off Meetings, Interim Program Reviews, and Testing.

United States House of Representatives, Congressman Christopher P. Carney

January 2007-April 2009

Director of Operations & Office Manager, Washington, DC

- Oversaw personnel matters, ethics and operations of Congressman's Congressional office in DC and three Pennsylvania district offices.
 - Coordinated with Congressman's Homeland Security Committee staff to prepare for committee briefings, hearings, and travel.
 - Strategically developed and dynamically adapted Congressman's schedule, provided briefing material, and all travel arrangements in order to optimize time and effectiveness in official duties, constituent outreach, and political activities.
 - Programmed and managed a \$1.4M annual budget, maintained mail reports, procurements, office equipment, prepared all vouchers and maintained office accounts.
 - Administered Member's Service Academy Nomination process, including overseeing 6 panelists on the Academy Board, interviewing all candidates, and serving as the Congressional liaison to the admissions departments at each Service Academy.
 - Prepared all speaking remarks, floor remarks, constituent letters, and congressional certificates for any issue within my legislative portfolio, including, education, women and children's issues, and arts and humanities.
-

EDUCATION

B.A., Syracuse University, Graduated Cum Laude

May 2006

Major: History

Minors: Human Geography, Political Science

MPS, Georgetown University, Enrolled (due to start part time in fall)

Program: Technology Management

ACADEMIC AWARDS & PROFESSIONAL MEMBERSHIPS

Dale Carnegie Public Relations Program Graduate, April 2001.

Recipient of the *Ketcham Prize* for excellence in history and contribution to the department, April 2006.

Recipient of the *Elman Scholarship* for excellence on Senior Thesis, February 2006.

Published in *Chronos*, the Syracuse University History Journal, May 2006.

Honor Society publications: Phi Alpha Theta, Gamma Theta Upsilon, Pi Sigma Alpha

TECHNICAL TRAINING

ScrumMaser training certification, September 2012.

BlackHat "Hacking by the Numbers," July 2012.

Advanced network intrusion detection analysis training by the co-creator of SNORT, November 2011.

Reverse engineering for beginners, Melbourne, FL, August 2010.

Attended DEFCON 19 and DEFCON 20.

POLITICAL CAMPAIGNS

McNerney for Congress, Advisor, Dublin, CA

September – November 2010

Obama for America, Volunteer, Scranton, PA & Falls Church, VA

May – November 2008

Carney for Congress, Director – Pennsylvania Value's Tour, Clarks Summit, PA

October – November 2008

Carney for Congress, Office Manager, Clarks Summit, PA

September 2006 – January 2007

BIOGRAPHICAL SKETCH

Doctor Jonathan Woodson was born in [REDACTED] (b)(6) in 1956 and raised in Brooklyn, New York. He is a graduate of the City College of New York (Magna Cum Laude) and New York University School of Medicine (1979) six year B.S.-M.D. program. He received his postgraduate medical education at the Massachusetts General Hospital, Harvard Medical School and completed residency training in Internal Medicine, General and Vascular Surgery. He is board certified in Internal Medicine, General Surgery, Vascular Surgery and Critical Care (surgery). In 1992 he was awarded a research fellowship at the Association of American Medical Colleges Health Services Research Institute. His current research interest is in Health Outcomes Research; particularly functional outcomes in limb salvage vascular surgery. He holds a Master's Degree in Strategic Studies from the U.S. Army War College. He has authored/coauthored a number of publications and book chapters on vascular trauma and outcomes in vascular limb salvage surgery.

Doctor Woodson is an Associate Professor of Surgery and Associate Dean at Boston University School of Medicine and a senior attending vascular surgeon at the Boston Medical Center. He Chairs The Boston University Medical Center Institutional Review Board for Human Research. He is an Adjunct Assist. Prof. of Surgery at Uniformed Services University of the Health Sciences. He has been awarded two teaching awards. In 2007 he was named one of the top Vascular Surgeons in Boston and in 2008 listed as one of the Top Surgeons in the U.S. Dr. Woodson was recently named the recipient of the 2009 Gold Humanism in Medicine Award by the Association of American Medical Colleges.

Doctor Woodson is a Fellow and Governor of the American College of Surgeons (ACS) and has served as state faculty for the ACS Massachusetts Committee on Trauma Advanced Life Support Course (1990-1992). Membership in other societies include Society for Vascular Surgery, Association of Health Services Research, Association of Military Surgeons, Uniform Services University Surgical Associates, The Association for Academic Surgery, The Boston Surgical Society, and The New England Society for Vascular Surgery, The New England Surgical Society, Society for Clinical Vascular Surgery, Massachusetts Medical Society, Society of U.S. Army Flight Surgeons and Association of Military Surgeons of the U.S.

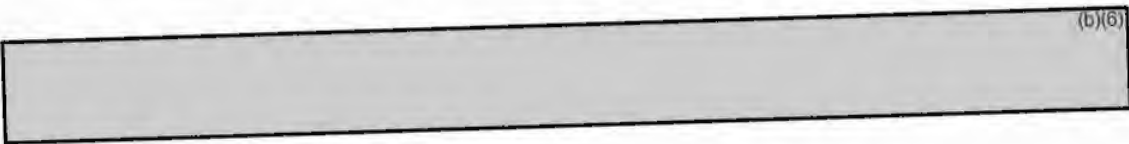
Doctor Woodson holds the rank of Brigadier General, United States Army, Reserve and has supported several Army Medical Department missions including Advanced Trauma Life Support Training (for active and reserve forces), military-civilian medical programs in Central America, and air medical evacuation missions in Central America. He was appointed to the Leadership Study Board, Office of the Surgeon General, in 1990. His military assignments include: Surgeon, 373rd General Hospital, Surgeon, 351st General Hospital, Surgeon, 86th Evacuation Hospital, Saudi Arabia (Operation Desert Storm, 1991). Observer/Trainer, Hospitals Integrated Lanes Training Program, 87th Maneuver

Area Command (MAC, Div. E) (1992-1994). Surgeon, 399th Combat Support Hospital, Chief, Professional Services/Deputy Commander, 399th CSH, Acting Commander, 399th CSH (1999-2000), Professional Liaison Officer, 804th Medical Brigade, Chief of Surgery, Task Force Medical Falcon, Kosovo, Chief, Professional Services/Deputy Commander, 865th CSH (Forward deployed, Operation Enduring Freedom, Operation Iraqi Freedom). Commander, 399th Combat Support Hospital, Taunton MA. 2003-2006. His current assignment is Commander, 330th Medical Brigade, Ft. Sheridan Ill. with additional duties as Consultant to The Surgeon General. BG Woodson has been named the next Assistant Surgeon General for Reserve Affairs and Mobilization with assignment to the Office of the Surgeon General.

Dr Woodson previous responsibilities included Senior Medical Officer(trauma), International Surgical and Medical Response Team (Office of Emergency Management, National Disaster Management System), which responded to the September 11, 2001 terrorist attack at the World Trade Center, New York City.

BG Woodson's military education includes; Officer Basic Course, Combat Casualty Care Course, Officer Advance Course Critical Care Air Transport Team Course, Flight Surgeons School, Operational Aerospace Medicine Course, Command and General Staff College, Battalion and Brigade Commander's Course and the U.S. Army War College.

BG Woodson's military awards and decorations include: The Bronze Star Medal, Meritorious Service Medal (with oak leaf cluster) Army Commendation Medal (2 oak Leaf Clusters), Army Reserve Components Achievement Medal (4 Oak Leaf Clusters), National Defense Service Medal (BSS), Southwest Asia Campaign Medal (2 Bronze Service Stars), Armed Forces Reserve Medal (M-Device, Bronze Hourglass, Numeral 3), Army Service Ribbon, Army Reserve Component Overseas Training Ribbon (Numeral 2), GWOT (exp), GWOT, Kosovo Campaign Medal, NATO Medal, Kuwait Liberation Medal (Kingdom of Saudi Arabia), Kuwait Liberation Medal (Government of Kuwait), Meritorious Unit Citation, Army Superior Unit Citation, Surgeon General '9A" proficiency designator, Order of Military Medical Merit, Expert Field Medical Badge, Army Flight Surgeon Badge, Air Assault Badge, Sharpshooter Marksman Badge.



CURRICULUM VITAE
JONATHAN WOODSON, M.D.

(b)(6)



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

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

Woodson, J

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

Chronological Record of Duty Assignments:

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

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

Surgeon, 2290th Field Hospital, Active Duty, 1991

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

Surgeon, National Augmentation Detachment, 1991

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

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

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

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

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

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

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

Woodsen, J

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

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

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

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

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

MILITARY EDUCATION:

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

EDUCATION:

1971-1973 Sheepshead Bay High School, Brooklyn, NY
1973-1977 City College of New York- B.S. Biomedical Science (Magna cum Laude)
1977-1979 New York University School of Medicine- M.D.

Woodson, J

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

POSTGRADUATE EDUCATION:

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

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

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

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

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

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

AWARDS:

1979 Samuel Speigel Award - Academic Excellence

1979 Merck Manual Award - Academic Merit

1987 Jobst Vascular Fellows Award

1990 Tyler Research Fund Award

1990 Surgical Teaching Award, Boston University

1991 Surgical Teaching Award, Boston University

2007 Select one Top Vascular Surgeons in Boston

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

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

CERTIFICATIONS:

Woodson, J

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

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

MEDICAL LICENSURE:

1981 Massachusetts (b)(6)

SOCIETIES/ASSOCIATIONS:

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

Woodson, J

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

- 2007 Advisor, Gateway to Medicine (John D. O'Bryant High School, Boston, MA)
- 1998-2006 Senior Surgeon, International Medical Assistance Team [IMSURT] (National Disaster Medical System-USPHS) [IMSURT responded to 9/11/2001 attack at the World Trade Center, New York City]
- 1998-2005 Massachusetts Hospital Association Physician Issues Advisory Committee
- 1998-2004 Massachusetts Hospital Association Committee for reducing medical errors
- 1988-1989 Fellow, Boston Partnership
[Year long fellowship examining business, cultural, educational, legal and political interrelationships in the City of Boston] - Competitive Selection
- 1989-1990 The Surgeon General's Leadership Development Board
- 1986 Project HOPE/State Department/Military Sponsored Mission to El Salvador to provide medical relief and evacuation of sick, injured and burned children following earthquake.
- 1994 Steering Committee, Boston Fellows Alumni Association
- 1994-present Boston Scholars Program [initiative of Boston Partnership Fellows Alumni Association to bring professionals of color into a mentoring program in the Boston Public Schools. It also established an efficacy training program for minority youth]
- 1994-1999 Board of Trustees, First Baptist Church, Randolph, MA
- 1995 Black Achiever Award
- 1995-1999 Board Member Roxbury, Dorchester Dialysis Support Group
- 1997-1999 Chair, Board of Trustees, First Baptist Church, Randolph, MA
- 1997-Present Reserve Officers Association
- COMMITTEES/ASSIGNMENTS, BOSTON CITY HOSPITAL:**
- 1988-1992 Laboratory Advisory Committee

Woodson, J

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

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

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

COMMITTEES/ASSIGNMENTS BOSTON UNIVERSITY MEDICAL CENTER HOSPITAL:

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

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

1996 Merger Transition Committee [Senior Administration Strategic

Woodson, J

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

1996-1997 Physician Leadership Council/Physician Education Committee

1996-1999 Ambulatory Services Executive Committee

1997-2000 Dept. of Surgery Length of Stay Committee

1996-2000 Clinical Services Directors Committee

1996-present Trustee Patient Care Committee

1996-2000 Ambulatory Services Committee

1996-2001 Chair, Quality Council Executive Committee

1996-2000 HealthNet Medical Directors Committee

1996-1997 Marketing Planning Committee

1996-present Medical Executive Committee

1996-2001 Quality Council

1996-1998 Strategic Planning Committee

1996-1999 Utilization Management Committee

1996-present Residency Advisory Committee

1999-present Chair, Medication Safety Committee

COMMITTEE ASSIGNMENTS BOSTON UNIVERSITY SCHOOL OF MEDICINE:

1999-2000 Xeno Transplantation Committee

1998-1999 Basic Science Reorganization Committee

1991-1994 Minority Faculty Advisory Committee

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

1992-1993 Pediatric Chair Search Committee

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

1992-1994 Division of Surgery Chair, Search Committee

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

1996-present Chairman, Institutional Review Board for Human Research

2001-present Institutional Review Board for Human Research Executive
Committee

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

1996 Family Medicine Chair Search Committee

1996 General Medicine Chair Search Committee

1998-1999 Deans Advisory Committee to on Reorganization of Basic

Woodson, J

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

TEACHING ASSIGNMENTS:

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

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

APPOINTMENTS:

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

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

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

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

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

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

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

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

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

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

1988-1996 Attending Surgeon, Boston City Hospital

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

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

1982-1986 Clinical Fellow of Surgery, Harvard Medical School

1979-1982 Clinical Fellow of Medicine, Harvard Medical School

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

1996-1998 Trustee, Boston Medical Center

1996-2008 Trustee Patient Care/Quality Improvement Committee

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

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

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

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

1996-2000 Chair, Quality Council, Boston Medical Center

1996-present Chair, Institutional Review Board for Human Research

GRANTS:

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

Woodson, J

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

Selected Invited PRESENTATIONS/LECTURES:

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

- The Use of Autologous Internal Jugular Vein as Interposition Graft for Femoral Vein Reconstruction. A useful approach in selected cases.
- 10/90 Grand Rounds, Cutler Army Hospital
Management of Thoracic Trauma in the Theater of Operations
- 1/91 Grand Rounds - Malden Hospital, Malden MA.
Diabetic Foot Infections
- 8/91 Annual Academic Symposium, Norwalk Hospital Management of Vascular Trauma: Update
- 3/92 Operation Desert Storm, Lesson Learned "Reserve Medical Corp experience" 27th 804th Hospital Center Symposium
- 5/92 Harvard Medical School/Mass. General Hospital - Trauma Course
"Management of Extremity Vascular Injuries"
- 5/92 Harvard Medical School/Mass. General Hospital Aortic Surgery Course
"Early Limb ischemia after Aortic Surgery"
- 9/92 Association of Program Directors of Surgery Symposium
"Vascular Trauma"
- 10/92 Grand Rounds - Beth Israel Hospital, Boston MA - Vascular Trauma
- 11/92 Smithwick Symposium, Boston University Outcomes Research in Vascular Surgery
- 12/92 Grand Rounds - Malden Hospital, Malden MA
Management of Cerebrovascular Disease: Indication for Carotid Endarterectomy
- 1/93 Discussant. Use of Angiography in Penetrating Proximity Injuries and Vascular Trauma. Grasberger Symposium.
- 4/93 Vascular Trauma. WL Gore Vascular Fellows Training Program
- 8/93 Malden Hospital Grand Rounds. Vascular Insufficiency. Work up and Treatment.
- 9/93 Carotid Endarterectomy. Medical Teaching Conference, Boston University School of Medicine
- 10/93 Cerebrovascular Disease. Malden Hospital Family Practice Grand Rounds.
- 11/93 Management of Vascular Injuries. Smithwick Symposium.
- 12/93 Association of Military Vascular Surgeons
Functional Outcomes in Limb Salvage Surgery
- 1/94 Deep Vein Thrombosis Prophylaxis and Treatment. Grand Rounds Quincy Hospital.
- 2/94 Grand Rounds - Quincy Hospital, Quincy, MA
"Deep Vein Thrombosis and Pulmonary Embolism; Prevention and Management"

Woodson, J

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

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

Woodson, J

5/2000 Harvard Medical School/Massachusetts General Hospital
Vascular Surgery Course "Vascular Access for Dialysis- What
Works"

11/2000 Boston University, Smithwick Vascular Surgery Symposium
"Great Vascular Debate:Preoperative Cardiac Evaluation Prior
to Vascular Surgery-Is it necessary?"

12/2000 Harvard Medical School/Massachusetts General Hospital ATLS-
Management of Vascular and Musculoskeletal Trauma

3/2001 Medical Response to Disasters and Acts of Terrorism; A
Civilian-Military Partnership, 804th Medical Brigade
Symposium, Boston, MA

5/2001 Harvard Medical School/Massachusetts General Hospital
Vascular Surgery Course- "Dialysis Access"

5/2002 Harvard Medical School/ Massachusetts General Hospital
Vascular Surgery Course- Wound healing

5/2004 Harvard Medical School/ Massachusetts General Hospital
Vascular Surgery Course- "Dialysis Access"

3/2004 Deployment Medicine. 804th Medical Brigade Symposium. Boston,
MA

11/2004 "Getting to Yes; A look inside the IRB Process" at The Public
Responsibility in Medicine and Research Annual Meeting, San
Diego, CA

3/3005 Trauma Care in the Combat Zone, Lansthul Regional Medical
Center, FRG

11/2005 "Dealing with the Difficult Investigator; The Role of the IRB
Chairman" at The Public Responsibility in Medicine and
Research Annual Meeting

9/2005 Does Vascular Surgery have an Identity Crisis? New England
Society for Vascular Surgery

5/2006 Harvard Medical School/Massachusetts General Hospital- "Deep
Vein Thrombosis and Thrombolysis"

3/2007 Medical Operations and Trauma Care in the Combat Zone, Boston
Surgical Society

5/2008 Harvard Medical School/ Massachusetts General Hospital Update
in Vascular Surgery and Endovascular Surgery Course. "Update
in Wound care in Vascular Surgery."

5/2009 Harvard Medical School/ Massachusetts General Hospital Update
in Vascular Surgery and Endovascular Surgery Course. Problem
Cases in Vascular Surgery- Experts Panel

PUBLICATIONS

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

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

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

BOOK CHAPTERS

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

Woodson, J

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

Mary E. Woodward

(b)(6)

Special Assistant to the Under Secretary of Defense (Personnel and Readiness) – February 2010 to Present, (b)(6)

Selected by the incoming Under Secretary to serve as his Special Assistant on a variety of issues. Managed his transition and assisted with the initial front office organization and staffing. Responsible for short and long-term planning and execution of the office schedule and priorities.

Liaison between consultants, staff, senior leaders, The White House, and the Under Secretary on a number of projects as assigned. Provide the Under Secretary with information and analysis for him to make informed decisions on high level personnel and policy issues. Ensure all of the Under Secretary's meetings are of substance and have the detail needed for decision making. Screen incoming documents to determine whether they should be reviewed by the Under Secretary or addressed on another level, analyze the accuracy of information and recommend a course of action. Establish and maintain standard operating procedures for the front office staff and supervise the day to day activity of the schedulers to ensure the Under Secretary's time is accurately maintained.

Perform special assignments as directed by the Under Secretary, frequently communicating with White House staff and executive departments. Use numerous data sources to assemble recommendations on highly sensitive matters relating to personnel or key programs within Personnel and Readiness.

Handle all personal and confidential correspondence to the White House, Members of Congress and senior government officials.

Special Assistant to the Special Assistant to the Secretary of Defense, White House Liaison – February 2009 to February 2010, (b)(6)

Hand selected by the Special Assistant to the SECDEF to be detailed from the Office of the Under Secretary of Defense (Personnel and Readiness) to assist in the re-organization of the White House Liaison Office (WHLO) during the Presidential transition. This office is responsible for the selection and appointment of political personnel for the Department of Defense. Established standard operating procedures for the WHLO and provided advice and continuity of operations on the Pentagon to the incoming administration's personnel. Arranged candidate interviews with the Secretary of Defense and Deputy Secretary of Defense and served as the primary contact for maintaining schedules and adjustments as are necessary to meet unexpected demands. Assisted new political employees with administrative processing and served as liaison between the WHLO and the components for which they serve. Worked closely with the Transition Task Force and Executive and Political Personnel to guide and coordinate appointee employment documents to ensure timely actions on internal processes.

Created procedures for managing requests for White House Tours and political inquiries for the Department of Defense.

Confidential Assistant to Under Secretary of Defense (Personnel and Readiness) – Pentagon, [REDACTED] (b)(6) - 2006-2009

Provided high-level support to the Under Secretary of Defense, a presidentially-appointed, Senate confirmed official who is the Secretary of Defense's senior policy advisor on recruitment, career development, pay and benefits for 1.4 million active duty military personnel, 1.3 million Guard and Reserve personnel and 680,000 Department of Defense civilians.

Coordinated the work of the Under Secretary's office, arranged meetings, conferences and developed and maintained an extremely demanding schedule. Conducted fact-finding research and assembled materials for meetings with key military and civilian leaders and issued instructions to staff and speak for the Under Secretary as required.

Served as the Under Secretary's primary contact for senior officials and management staff in the Office of the Secretary of Defense, the Joint Chiefs of Staff, and Secretaries of Military departments.

Composed and edited official correspondence to Members of Congress, senior defense officials and federal agencies. Reviewed incoming and outgoing documents for accuracy, and extensively researched government and academic studies.

Confidential Assistant to the Principal Deputy Under Secretary of Defense (Personnel and Readiness) - Pentagon - 2004-2006

Managed administrative matters for the Principal Deputy and developed internal policies to organize workflow, including incoming correspondence and documents for staff action. Reviewed all internal communications for factual and grammatical accuracy and edited when appropriate.

Controlled the Principal Deputy's appointment calendar and provided background material for briefings, Congressional and other governmental inquires. Worked in tandem with Under Secretary's staff to facilitate information flow between the Under Secretary and Principal Deputy. Performed time-sensitive assignments, requiring quick research and analysis.

**National and Congressional Accounts Manager, Alderson Reporting Company –
Washington, D.C. – 1998-2003**

Supervised scheduling, reporting services and transcript preparation for the U.S. Supreme Court and U.S. Senate committees including: Appropriations, Armed Services, Energy and Natural Resources, Foreign Relations and Commerce Science and Transportation. Edited transcripts for grammar and accuracy.

Employment Prior to 1998

**Legislative Consultant – National Association of Medical Equipment Services –
Alexandria, VA – 1996-1998**

Worked with national trade association to develop and implement grass roots legislative strategy for a 100 member committee. Created reference materials and guidelines for association members to work with Members of Congress.

**Legislative Consultant to Base Reuse Practice Group – Verner, Liipfert, Bernhard,
McPherson & Hand, Washington, DC – 1995-1996**

Coordinated startup of new practice group. Served as liaison between group and other practice areas within the firm. Researched legislation and regulations for high-profile clients and presented written and oral summaries to partners and staff.

**Director of Congressional and Intergovernmental Affairs, State and Local Liaison –
Defense Base Closure and Realignment Commission – 1993-1995**

Liaison for government agency responsible for making military base closure recommendations to the President of the United States. Special assistant to the Chairman. Facilitated meetings between government officials, community leaders and Commission staff.

**U.S. Representative Larry J. Hopkins, Legislative Assistant, Legislative Director –
1985-1993**

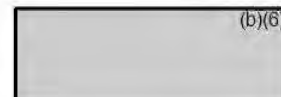
Served as the Congressman's primary staff contact for a number of domestic and social issues. Composed constituent responses and analysis of legislation under consideration on the House Floor. Advised Congressman on how to vote on major legislative initiatives. Represented the Congressman at a number of events that required public speaking.

Education

University of Kentucky, Lexington, Kentucky, political science
Georgetown University, Continuing Education, creative writing

Alexandria Public Schools, Continuing Education, American Sign Language, I, II,
Intermediate
Rosetta Stone – Level I Spanish

Carl Woog



Government Experience

Department of Defense

Special Assistant to the Assistant Secretary of Defense for Public Affairs

The Pentagon
May 2010 - present

Coordinate operations and counsel public affairs leadership team.

- Designated lead press officer for all Defense Secretary travel. Duties include: managing day-to-day operations of the traveling press corps, negotiating with host nations to achieve desired optics, troubleshoot problems and last minute changes.
- Draft talking points and analysis for key events and provide Defense Secretary and senior leadership with timely updates.
- Received department Award for Outstanding Achievement for producing premiere of HBO documentary *Wartorn 1861-2010* and panel discussion to raise awareness of administration efforts to address PTSD.
- Conducted design overhaul of defense.gov and accelerated department's use of social media to break news.

Corporate Experience

PSB Associates, LLC

Director, Microsoft Account

Seattle, WA and Los Angeles, CA
February 2006 - April 2010

Consultant to largest client of research-based communications firm; manage Seattle and DC teams to drive \$2m+ in revenue.

- Created and analyzed opinion polls to inform and shape Microsoft international competitive efforts across public affairs, online services, business software platforms, and consumer marketing.
- EU Competition Commission negotiations: crafted messaging for General Counsel's press conference responding to lawsuits; wrote memo urging CEO Steve Ballmer to meet with EU regulators and provided framework to conclude dispute.
- Competitive anti-trust review of Google-Yahoo search partnership: wrote memos and presentations to form and expand international coalition of technology companies that advocated for increased competition and user privacy protections.

Political Campaign Experience

New Mexico for Change

Advisor to General Election Director

Albuquerque, NM
October - November 2008

Messaging strategy and GOTV advisor to state leadership for final phase of Obama for America campaign.

- Created and deployed Vote-By-Mail ballot chase plan using canvass literature, direct mail, paid and volunteer phone calls.
- Wrote final local persuasion messaging appeals and micro-targeted voters using polling and voter file data.
- Developed rapid media response strategy to allegations of staff voter fraud.

Mary Jo Kilroy for Congress

DCCC Taskforce Advisor

Columbus, OH
October - November 2006

Helped guide campaign through final weeks across fieldwork, communications, and legal. Formed early recount strategy.

John Kerry for President, Inc.

Arizona Deputy Field Director

Phoenix, AZ
May - November 2004

Trained team of 40 community organizers to direct 29 local offices. Reported to state and national field director.

- Compiled and analyzed election history and campaign contact data to set goals and invest resources.
- Co-creator of turnazblue.com, a new media volunteer recruitment and scheduling service with 20,000 members.
- Fired up 25,000 supporters and introduced John Kerry at Presidential debate watching rally and Foo Fighters concert.

Education

Boston University, University Professors Honors Program

M.A., Politics and Communications

Boston, MA
January 2005 - January 2006

Intensive literature study and writing program under direction of Time magazine editor and essayist Lance Morrow.

Graduate Thesis: "Now Hear This: Six Great Speeches in Modern Presidential History"

B.A., Political Science and American History *magna cum laude*

September 2000 - May 2004

Senior Thesis: "To What End? The Ethics and Politics of the American Presidency"

Boston University Student Government President

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, 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 21st 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 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 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

Major General Jessica L. Wright

(b)(6)
E-mail: (b)(6) (Business)
(b)(6) (Personal)
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(b)(6)
Military Cell: (b)(6)

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. Oversee 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, 28th Combat Aviation Brigade, 28th Infantry Division

July 1996 – June 1997: Student, US Army War College Center for Strategic and International Studies

February 1989 – July 1996: Personnel Management Officer; Executive Officer, GuardPerson; 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, 1160th 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, 1028th Transportation Company

September 1979 – December 1981: S1, Headquarters Company, 28th Aviation Battalion

February 1977 – August 1979: CH-47 Pilot, 228th 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



EARL C. WYATT

(b)(6)

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, munitions, 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.

JOHN YU

(b)(6)

EXPERIENCE

2006 - PRESENT

U.S. DEPARTMENT OF COMMERCE

Washington, DC

Program Manager, International Defense Trade

- Served as Program Manager for International Trade and Investment in the Asia-Pacific region coordinating interagency U.S. Government trade advocacy policy recommendations for U.S. defense companies. Worked to ensure that U.S. Government advocacy in the Asia-Pacific region was aligned with interagency policies, objectives, and strategies of the Commerce Department's International Trade Administration (ITA), the State Department, the Department of Defense, and other U.S. Government agencies in Washington DC, as well as those of the country specific U.S. Embassy. Worked at the tactical level with U.S. Embassies, U.S. trade associations, business councils, and individual companies to advocate on behalf of U.S. industry in Asia-Pacific markets. The development of positions involved a case-by-case review, consistent with national security, economic security and foreign policy objectives in coordination with other U.S. Government agencies, with a focus on promoting U.S. exports in order to increase or sustain the industrial base, strengthen political ties with the foreign nation, and increase interoperability between our respective armed forces.
- Led the analysis of \$67 billion in mergers and acquisitions as part of the Department of Commerce's Committee on Foreign Investments in the United States (CFIUS) examination of strategic industries and critical infrastructure across a range of industries such as information technology, natural commodities, and financial services. Conducted financial due diligence regarding the merits of the transaction in the context of the specific industrial sector and incorporated findings in the market analysis into policy recommendations. Researched threat and impact of foreign investment and acquisitions based on National Intelligence Council (NIC) assessments, regional security and economic relations in the form of mutual security considerations and trade agreements, and past performance in controlling the transfer of products and technologies sensitive to the national industrial base. Identified risks stemming from the transaction based on the acquirer's past behavior and the foreign government's current economic and trade policies. Developed policy recommendations for the implementation of the Foreign Investment and National Security Act of 2007 (FINSA) based on its impact to existing Exon-Florio processes governing the national security review of foreign investments in US entities involved in critical infrastructure, energy, and financial services. Conducted industry sector trend analysis based on past foreign investment in other critical infrastructure and strategic industries. Developed market impact scenarios to domestic industry sectors as result of transaction trends. Incorporated domestic and international market analysis into policy recommendations that examined foreign government involvement via sovereign wealth funds.
- Provided recommendations to DOD proposals to transfer Excess Defense Articles (EDA) to foreign governments or international organizations on whether such transfers would have an adverse impact on the national technology and industrial base, or reduce the opportunities of entities in the national technology and industrial base to sell new or used equipment. Coordinated with defense trade organizations and major defense contractors regarding potential economic impact of the transfer on their ongoing marketing plans. EDA reviews included proposed transfers, survey messages, long-supply messages, and U.S. Navy Ship allocation plans.
- Provided industrial base analysis to U.S. Government interagency reviews of cooperative science and technology development proposals with foreign nations and multilateral organizations on the international competitive position of the U.S. technology, aerospace, defense, and maritime industries. Analysis was based on international trade considerations, such as reciprocal market access, technology transfer and flowback, domestic industrial participation, cost share equitability, and intellectual property rights. Monitored and researched current and Asia Pacific foreign policy and economic issues.
- Participated in the planning and formulation of negotiating positions to be taken by the U.S. Government on trade issues in various Government to Government negotiations. Prepared Presidential and Cabinet level briefing materials, summary statements and talking points on major strategic trade issues. Represented organization on bilateral strategic cooperation policy matters and strategic trade promotion/advocacy in a variety of industry, interagency, and Government to Government settings. Prepared in-depth policy analyses of issues for use by senior Commerce officials as well as talking points for Cabinet-level officials, drawing input from both public and private sector officials.

2002 – 2006

RAYTHEON, INC

Falls Church, VA

Project Lead, Network Centric Systems

- Managed the analysis, definition, design and delivery of a web-based information system responsible for disseminating data to remotely located entities for ongoing defense operations in Southwest Asia. Duties included monthly program reviews with clients and senior management on project status, risk management, cost and scheduling variances, and personnel staffing. Also responsible for developing business strategy to market business unit capabilities through conferences and other marketing opportunities to both domestic and international customers.
- Developed business strategies to market to new domestic and international sectors at trade shows, business conferences, and client calls. Collaborated with business units with similar product lines within the company to identify opportunities and synergies between underlying technologies and solutions.
- Developed requirements for a modeling and simulation program that sought to define and validate the operational architecture of the reusable federated models and data using standard algorithms to evaluate concepts, technologies, and proposals with appropriate fidelity and flexibility in a Joint Capability Technology Demonstration (JCTD) for the Department of Defense.

1998 – 2001

BOOZ-ALLEN & HAMILTON, INC

McLean, VA

Management Consultant, Global Public Sector Group

- Worked with Federal civilian and defense clients worldwide through all stages of strategy-based transformation projects. Served as a team member on client assignments and helped develop a strategy to identify, clarify, and resolve complex issues critical to a clients' strategic and operational success. Conducted independent analysis and met with clients to brief assignment progress and to develop conclusions and recommendations. Led the construction of analytical frameworks and provided an implementation path upon request following the assignments. Prepared and delivered client project and marketing presentations
- Worked on various e-business and e-government initiatives, the largest of which was a \$300 million dollar project to combine transportation, logistics and clinical decision elements in an aeromedical information sphere capable of assessing and prioritizing requirements, assigning proper resources, and distributing relevant data to efficiently plan, locate, and track primary entities.

1993 – 1998

UNITED STATES ARMY EUROPE

Federal Republic of Germany

US Army Military Officer

- Served as Deputy Brigade Operations Officer in a heavy mechanized infantry division responsible for mission readiness, training plans, and dissemination of operations orders for 3,000 personnel during Operation Joint Endeavor (OJE) in the former Yugoslav Republic.
- Served as Partnership for Peace (PfP) Officer responsible for liaison relationships with NATO and Eastern European military counterparts.

EDUCATION

1989 – 1993

Lehigh University

- Bachelor of Arts, 1993

Defense Institute of Security Assistance Management

- Executive Course (SAM-E), 2007

LANGUAGES

- Korean (Intermediate)
- Spanish (Intermediate)
- Mandarin (Basic)

ADDITIONAL INFORMATION

- Six Sigma Green Belt

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Nicholas F. Zimmerman

(b)(6)

- Education**
- HARVARD UNIVERSITY, John F. Kennedy School of Government** Cambridge, MA
Master in Public Policy June 2008
- Thesis: Building a Democratic Majority in Texas: A Roadmap for Rick Noriega's U.S. Senate Campaign
 - Coursework: US-European Relations, Statecraft and America's Standing in the World, The Role of Congress in Shaping American Foreign Policy, Human Rights and U.S. Foreign Policy
 - David Rockefeller Center for Latin American Studies Summer Internship Grant Winner
 - Course Assistant to Professor Ernest May: International History
- BROWN UNIVERSITY** Providence, RI
Bachelor of Arts *magna cum laude* May 2003
- Elected to Phi Beta Kappa, May 2003
 - Major: International Relations. Honors Thesis: Prospects for the International Criminal Court: Three Challenges to International Human Rights Law
 - Prize: The William Gaston Premium Scholarship for Academic Achievement in International Relations
- Leadership**
- Team Member and Editor:** Development Consulting Group (DCG) Brazil Project Team: The Internationalization of Micro & Small Enterprises in Brazil: Case Studies in Financial Services
Co-Chair: Kennedy School of Government Students for Barack Obama
- Publication**
- ReVista: Harvard Review of Latin America: Winter 2008: "Violence and Violence Prevention"**
- Experience**
- FLORIDA CAMPAIGN FOR CHANGE** Miami, FL
Regional Get-Out-the-Vote Director, Deputy Regional Field Director
- Oversaw Get-Out-the-Vote operations in Miami-Dade and Monroe counties
 - Managed 12 Field Organizers, 5 Deputy Field Organizers, 6 field offices, and hundreds of volunteers to deliver roughly 140,000 votes for U.S. President-Elect Barack Obama
- OBAMA FOR AMERICA** NC, TX, NY, NH
North Carolina Voter Protection Team Member, Texas Voter Protection Team Member, Bronx County Get-Out-the-Vote Coordinator, New Hampshire Field Intern
- Directed field operations on Election Day in Bronx County, New York
 - Monitored trends of voter disenfranchisement in North Carolina and Texas on Election Day
- 2003-2006
- CENTER FOR HEALTH PROMOTION (CEDAPS)** Rio de Janeiro, Brazil
David Rockefeller Center for Latin American Studies-Sponsored Intern
- Consulted on corporate social responsibility initiative between Johnson & Johnson and CEDAPS to generate income through sales in low-income communities
 - Attended Ashoka Conference on social entrepreneurship in Latin America
- 2003-2006
- TWO BROTHERS FOUNDATION** Rio de Janeiro, Brazil
Teacher Coordinator & Member of the Advisory Board
- Participated in fundraising campaign to buy school building for language classes in low-income community
 - Organized cultural exchanges between American and Brazilian students
- Skills**
- Fluent in Portuguese. Intermediate in Spanish.
Proficient in Microsoft Word, Excel, and internet research

Alan F. Estevez

**Principal Deputy Under Secretary of Defense for Acquisition,
Technology and Logistics**

Alan Estevez was confirmed by the Senate as the Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics in October 2013.

As the Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics, Mr. Estevez develops and implements strategies, policies, and programs that increase the Department's warfighting capabilities, management efficiency, and buying power in support of the Warfighter. Mr. Estevez supports the Under Secretary of Defense in all matters related to acquisition; logistics and materiel readiness; research and engineering; nuclear, chemical, and biological weapons; operational energy; installations and environment; and the defense industrial base.

Prior to his current appointment, Mr. Estevez held several key positions within the Office of the Secretary of Defense. From August 2011, when he was confirmed by the Senate, to October 2013, Mr. Estevez served as the Assistant Secretary of Defense for Logistics and Materiel Readiness. In this position, he was responsible for providing world class military logistics support to the men and women of the United States Armed Forces and managing a budget of over \$170 billion in logistics operations. He was the first career Federal official to hold this position. Mr. Estevez served as the Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness from November 2006 and performed the duties of the Assistant Secretary of Defense for Logistics and Materiel Readiness from April 2009 to August 2011.

From October 2002 to November 2006, Mr. Estevez was the Assistant Deputy Under Secretary of Defense for Supply Chain Integration and was responsible for developing global defense supply chain management and distribution policies. From 1981 to 2002, Mr. Estevez held positions of increasing responsibility within the Office of the Secretary of Defense, the Department of the Army, and the Military Traffic Management Command.

Over the course of his career, Mr. Estevez has received the DoD Distinguished Public Service Medal, the DoD Distinguished Civilian Service Medal, the 2011 Presidential Rank Distinguished Executive Award, the 2006 Presidential Rank Meritorious Executive Award, two Office of the Secretary of Defense Medals for Meritorious Civilian Service (2005 and 2009), and the 2005 Service to America Medal. He was inducted into the Senior Executive Service in October 2002.

Mr. Estevez is a graduate of Rutgers University in New Brunswick, New Jersey, where he earned a Bachelor of Arts degree in Political Science. He also holds a Master of Science degree in National Resource Strategy from the Industrial College of the Armed Forces (now the Eisenhower School) at the National Defense University, Washington, DC.

Michael G. Vickers

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

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

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

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

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

Andrew C. Weber

Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs

The Honorable Andrew C. Weber is the principal advisor to the Secretary of Defense, the Deputy Secretary of Defense, and the Under Secretary of Defense for Acquisition, Technology and Logistics for matters concerning nuclear, chemical, and biological defense programs (NCB). The NCB mission is to prevent, protect against, and respond to these global threats. Mr. Weber is the Staff Director of the Nuclear Weapons Council, which manages the nuclear weapons stockpile, and he oversees the Defense Threat Reduction Agency and the Nunn-Lugar Cooperative Threat Reduction Program.

Since taking office, Mr. Weber has overseen an expansion of Nunn-Lugar programs into new regions, including the Middle East, Africa and the Asia-Pacific. The program has supported the elimination of chemical weapons in Libya and Syria. He has also focused on reform of the nation's biodefense enterprise. His nuclear duties include executing President Obama's direction to ensure a safe, secure, and effective nuclear weapons stockpile, and to prevent nuclear terrorism.

Prior to his appointment by President Obama, Mr. Weber served for 13 years as an Adviser for Threat Reduction Policy in the Office of the Secretary of Defense. He played a key role in Nunn-Lugar operations to remove weapons grade uranium from Kazakhstan and Georgia, and nuclear capable MiG-29 aircraft from Moldova. Mr. Weber also developed and oversaw the Department of Defense Biological Threat Reduction Program.

Most of Mr. Weber's 28 years of public service have been dedicated to reducing the threat of weapons of mass destruction proliferation and terrorism. He served previously as a United States Foreign Service Officer, with diplomatic assignments in Saudi Arabia, Germany, Kazakhstan, and Hong Kong.

From 2002 through 2008 Mr. Weber taught a course on Force & Diplomacy at the Edmund A. Walsh Graduate School of Foreign Service at Georgetown University. He has a Master of Science in Foreign Service degree from Georgetown and is a graduate of Cornell University. Mr. Weber speaks Russian and is a member of the Council on Foreign Relations.

Anne A. Witkowsky
Deputy Coordinator
Bureau of Counterterrorism, U.S. Department of State

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EXPERIENCE

BUREAU OF COUNTERTERRORISM, U.S. DEPARTMENT OF STATE

Deputy Coordinator for Homeland Security and Multilateral Affairs, 2009-Present
As Deputy Coordinator (Deputy Assistant Secretary-equivalent) responsible for four offices within the Counterterrorism Bureau: Homeland Security; Multilateral Affairs; Terrorist Designations and Sanctions; and Terrorist Screening and Interdiction Programs.

- Manage more than 30 staff;
- Supervise the design, selection and implementation of counterterrorism capacity building programs;
- Serve as a principal interface with the Department of Homeland Security (DHS) on counterterrorism issues, working to enhance U.S. interaction with foreign partners on aviation, maritime, and border security. Promote Critical Energy Infrastructure Protection cooperation with selected foreign partners;
- Represent the U.S. government in multilateral fora; served as chair of APEC's Counterterrorism Task Force (2011-2012), and co-chair of the G8 Roma-Lyon counterterrorism/anti-crime Group under the U.S. G8 Presidency (2012);
- Oversee sanctioning of individuals and groups as Foreign Terrorist Organizations and Specially Designated Global Terrorists pursuant to the Secretary's authorities in the Immigration and Nationality Act and under Executive Order 13224. Promote implementation of related global sanctions; and
- Oversee negotiations with foreign partners, including of terrorism information sharing and Terrorist Interdiction Program arrangements.

Acting Principal Deputy Coordinator, most of the period since August, 2012-Present.
In this capacity, in addition to the above, lead Bureau-wide policy and management issues; serve as Acting Counterterrorism Coordinator, as needed.

CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES (CSIS)

Senior Fellow, 2000-2007; Non-Resident Senior Associate, 2007-2009

Directed and contributed to numerous CSIS projects on national and homeland security, to include: *Beyond Goldwater-Nichols*, on improving unity of effort among federal, state and local actors in managing homeland security; *Steadfast Resolve*, a table-top exercise that examined decision making in the event of the next domestic catastrophe, with participation of former cabinet and sub-cabinet officials; *Embassy of the Future* project, which examined, under guidance of a high level commission, ways to strengthen the U.S. diplomatic presence abroad in context of the higher threat environment U.S. diplomats face; contributions to the CSIS *Smart Power* project regarding diplomatic outreach; and *Science and Security in the 21st Century*, a CSIS commission established by the Secretary of Energy charged with examining how to ensure sound security and preserve world class science at U.S. national laboratories.

EXPERIENCE (continued)

NATIONAL SECURITY COUNCIL STAFF, THE WHITE HOUSE

Director for Defense Policy and Arms Control, 1993-2000

Responsible for European security and conventional arms control, including negotiation, ratification, and implementation of treaties and agreements such as the Adapted Conventional Armed Forces in Europe Treaty, European Confidence and Security Building Measures (CSBMs), the Open Skies Treaty, and agreements related to anti-personnel landmines. For these issue areas, provided analysis and advice to the national security adviser, and through him, to the President; chaired an interagency working group charged with developing and implementing policy decisions; served on U.S. negotiating teams; supported ratification negotiations with Congress; provided support for press, speech and other public articulation of U.S. policy.

OFFICE OF THE SECRETARY OF DEFENSE (OSD), DEPARTMENT OF DEFENSE

- *Assistant for Russian, Ukrainian and Eurasian Affairs, 1992-1993*
Supported Secretary of Defense efforts to establish civilian-led defense cooperation with the New Independent States;
- *Assistant for European Security Negotiations, 1990-1992*
Served as policy analyst for conventional arms control and confidence and security building negotiations; represented OSD on U.S. negotiating team at NATO; served as Secretary of Defense Representative to the CSBM negotiations.
- *Presidential Management Intern, 1988-1990*
Served on rotation to the OSD Office of Multilateral Negotiations; OSD Office of European Security Negotiations; Department of State Office of Political-Military Affairs/European Bureau and Department of State Office of Soviet Union Affairs/European Bureau.

EDUCATION

JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Harvard University, Cambridge, MA

Master in Public Administration, 1987; Concentration in International Affairs and Security

YALE UNIVERSITY

New Haven, CT

B.A., Russian and East European Studies, 1982

LENINGRAD STATE UNIVERSITY

Leningrad, USSR

Junior Semester Abroad, Russian Language Study, Spring 1981

PUBLICATIONS

Salvaging the Conventional Armed Forces in Europe Treaty Regime: Options for Washington, Brookings, Arms Control Series Paper 2 (2010), Co-author

Managing the Next Domestic Catastrophe: Ready (or Not)?, CSIS (2008),
Contributing Author

Embassy of the Future, Embassy of the Future Commission, CSIS (2007),
Project Director

Beyond Goldwater-Nichols: U.S. Government and Defense Reform for a New Strategic Era, CSIS (2004), Principal Author (among several authors)

Transforming Air Traffic Management: Beyond Evolution, CSIS (2003), Co-author

Conventional Arms Control on the Korean Peninsula, CSIS (2002), Contributor

Science and Security in the 21st Century: A Report to the Secretary of Energy on the Department of Energy Laboratories, Report of the Commission on Science and Security, CSIS (2002), Project Director

AWARDS AND PROFESSIONAL AFFILIATIONS

Department of State Superior Honor Award (2012)

Department of State Meritorious Honor Award (2010)

Department of Defense Medal for Distinguished Civilian Service (2000)

Member, Council on Foreign Relations