

Robert Hastings

Vice President
Corporate Communications

Robert Hastings is Vice President, Corporate Communications for BAE Systems, Inc.; responsible for directing the strategic communications activities for the company's U.S.-headquartered businesses which collectively employ 53,000 employees in the U.S., U.K., Sweden, Israel and South Africa and generate annual sales in excess of \$14 billion. Mr. Hastings brings more than 25 years of public affairs and defense industry experience to his responsibilities which include strategic planning, public affairs, media relations, marketing communications, employee communications, community affairs and the company's philanthropic activities.

Mr. Hastings was appointed to his current position in 2001. He previously served as Director, Corporate Communications for BAE Systems North America and Director, Communications for Marconi North America.

Prior to joining industry, he spent more than 20 years in the U.S. Army as an Army Aviator and Public Affairs Officer, working at senior levels within the Army and in assignments for the White House and the State Department. His assignments included aviation command positions in the United States, Europe, and Central America; and Public Affairs positions in Germany, Eastern Europe, Iraq, and Bosnia.

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Mr. Hastings earned a Bachelor's Degree in Political Science and History from the University of Maryland in Heidelberg, Germany. He is a distinguished graduate and former instructor for the Defense Information School Public Affairs Officer Course, a graduate of BAE Systems' Strategic Leaders Program, and serves on the company's Communications, Government Relations and Human Resources Councils.

Mr. Hastings is active in numerous community and professional associations, and serves on the board of directors for several Washington, DC and Maryland based organizations. He is a member of the International Association of Business Communicators, an accredited member (APR) of the Public Relations Society of America, and serves as a member of the Board of Advisors for the Fitzwater Center for Communications and as the professional advisor for the Public Relations Student Society at Hood College.

ROBERT J. HENKE

(b)(6)

EXPERIENCE

Professional Staff Member, United States Senate (b)(6) 1999-present

Committee on Appropriations, Subcommittee on Defense

- principal analyst for current military operations, military readiness, force structure
- exercise oversight of operation and maintenance accounts across all four military services, and over \$120 billion in annual appropriations
- lead analyst for two supplemental appropriation bills for Operation Iraqi Freedom and the Global War on Terrorism, and \$25 billion contingent emergency reserve fund

Presidential Management Intern

Competitively selected for national public management program

G59 → G512 1997-1999

Office of the Assistant Secretary of the Navy (Financial Management & Comptroller)

- analyzed research and development accounts, built and defended DoN budget with OSD, OMB
- performed long-range defense budget assessments while detailed to the General Accounting Office

General Electric Company, Financial Management Program

1993-1996

Nationally recognized management and leadership development program, combining rotational assignments with graduate level finance education

Financial Analyst, GE Aircraft Engines

- developed innovative cash flow measurement and forecasting processes at a \$6.5 billion global business, achieved \$800M in funds flow, highest of any GE business
- designed and conducted proactive process improvement reviews and internal audit programs

Commander, United States Naval Reserve

annual: (b)(6)

1992-present

Selected early in career for leadership of several Naval Reserve units

Commanding Officer, Naval Reserve Special Boat Team TWENTY

- mobilized for Operation Enduring Freedom and deployed to Persian Gulf as Deputy Commander of a 140 person anti-terrorism & force protection Task Group

Lieutenant, United States Navy, USS Philippine Sea

01 → 03

1988-1992

Served in combat as an officer aboard state-of-the-art guided missile cruiser

Operations and Engineering Division Officer

- planned and executed combat missions and operational strikes during Operation Desert Storm
- accountable for safety and operation of billion dollar vessel during high stress fleet operations with carrier battle group; earned full qualification as Surface Warfare Officer

EDUCATION

Maxwell School of Citizenship and Public Affairs, Syracuse University

Master of Public Administration, August 1997

- concentration in public finance, budgeting, and Congressional budget process
- supported National Security Studies program as a Graduate Assistant; awarded scholarship

University of Notre Dame

Bachelor of Arts with Honors, May 1988, Major in Government and International Relations

- awarded full academic scholarship; Dean's List seven semesters

RECOGNITION AND COMMUNITY INVOLVEMENT

Navy & Marine Corps Commendation Medal (five awards)

- awarded for "distinctive accomplishments" and "unrelenting perseverance"

Navy & Marine Corps Achievement Medal (three awards)

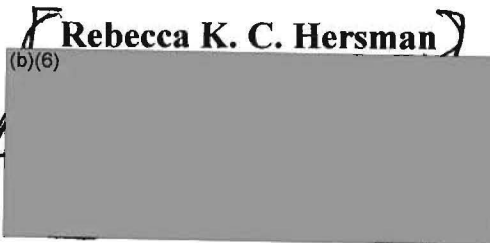
- cited for "exceptional professionalism and initiative" and "unmatched management expertise"

Director, General Electric Credit Union

- youngest person ever elected to Board of Directors of Ohio's largest federal credit union

Vice President, American Association for Budget & Program Analysis

- organizes bi-annual professional symposia in the field of public budgeting and resource management



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

KATHLEEN H. HICKS

(b)(6)

PROFESSIONAL BACKGROUND

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

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

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

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

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

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

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

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

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

September 2001- February 2004; Salary: GS-15

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

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

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

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

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

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

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

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

EDUCATION

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

HONORS AND AWARDS

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

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Confidential Resume

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Country of citizenship: United States of America
Veterans' Preference: 5-point preference based on active duty in the U.S. Armed Forces
Highest Grade: GS-0130-14, 03/05-Present
Contact Current Employer: Yes

AVAILABILITY
Job Type: Permanent
Work Schedule: Full Time

Desired Work Environment
 Experienced Professionals

WORK EXPERIENCE **CONFIDENTIAL**
 Washington, District of Columbia US

7/2007 - Present

Grade Level: 00

(b)(6)

Hours per week: 50-60

Deputy Assistant Secretary of Defense (Detainee Affairs) , ES

Sandra Hodgkinson has served as the Deputy Assistant Secretary of Defense (DASD) for Detainee Affairs since July 2007, as a Detallee from the Department of State with a (b)(6) (She has been promoted into a temporary State Department SES billet). This position is within the Office of Global Security Affairs, and acts as the DOD focal point in the formulation of Defense policies, programs, positions, plans, procedures and management concerning all detainee matters. Specific duties include: (a) Coordinating all matters related to non-coalition personnel held in detention by DOD; (b) Chairing a DOD committee to coordinate all detainee matters within the Department and elevate issues for Secretary of Defense (SECDEF) for resolution; (c) Advising the Under Secretary of Defense for Policy (USDP), the Deputy Secretary of Defense (DSD) and the SECDEF on the significance of International Committee for the Red Cross (ICRC) reports and advising and coordinating courses of action; (d) Developing strategy and policy recommendations for the USDP, DSD and the SECDEF, propose changes to DOD and USG policy and documents as need to frame issues for decision by the SECDEF; (e) Supporting the SECDEF and Department leadership in discussions with the interagency, foreign governments, international organizations, and NGOs; and (f) Integrate information and activities on detainees, including acting as the SECDEF's agent for communication and coordination with NGOs, interagency, and DOD components. In the performance of these duties, Ms. Hodgkinson personally briefs the DSD weekly, and attends the Interagency PCC as the senior DOD representative. She also routinely supports USDP, the DSD, and SECDEF as the "plus 1" attendee to interagency Principals Committee and Deputies Committee Meetings on detainee issues. She has also been involved in significant operational planning in this position. More broadly, this position requires interagency personal contact within the USG to include, Assistant Secretaries of Defense, Assistant Secretaries at State, JCS principals, Ambassadors, and Members of Congress and their principal staff. In this assignment, Ms. Hodgkinson has briefed the SECDEF, DSD and USDP on numerous occasions personally on sensitive detainee related matters. She has testified before Congress two times, routinely briefs members of Congress and their staffs on detainee related issues involving Guantanamo Bay, Iraq and Afghanistan, and briefs all ICRC reports to members of the House and Senate Armed Services Committees quarterly. Ms.

Hodgkinson has also provided information on the record, and on background for various media, NGOs, and U.N. treaty-implementing bodies related to detainee issues. She travels frequently to Iraq, Afghanistan, Guantanamo Bay and other countries as required for these duties. She supervises 117 people in DASD-Detainee Affairs and the Office for the Administrative Review of Detained Enemy Combatants (OARDEC). (Contact Supervisor: Yes, Supervisor's Name: Joseph Benkert, Supervisor's Phone: 703-697-7728)

CONFIDENTIAL
Washington, District of Columbia US

6/2002 - Present

(b)(6)
Hours per week: 8

Commander in the Navy Judge Advocate General's Corps

Commander Sandra Hodgkinson, JAGC, U.S. Navy, had served as a reserve officer for the Navy's Judge Advocate General's Corps since June 2002. She has consistently served as an International Law Attorney in the International Operational Law Unit for the Navy (Code 10). As a reserve officer, she has performed military Annual Training at: Command Naval Forces Europe, Naples, Italy; CJTF-7, in Baghdad Iraq; and for the Chief of Naval Operations, Legal Department (N3/N5) where she provided operational and international law advice for the respective military commanders ranging from Status of Forces Agreements (SOFA), bilateral maritime agreements, Maritime Interception Operations, Environmental Law and Sonar Litigation, human rights, and detention operations. She has also provided military legal training for senior civilian and military officials in Mexico City, Mexico, on Legal Aspects of Counter-Terrorism Issues, in Bogota, Colombia, on Military Justice; and at the Defense Institute for International Legal Studies (DIILS) and National Defense University (NDU) for senior military and civilian officials from 20 additional countries. She has regularly instructed for the Navy War College's Joint Professional Military Education (JPME) course on International Law and Law of the Sea, and she is a regular speaker at the Annual Yankee Operational and International Law Conference for Joint Reserve Forces in Newport, Rhode Island. As a reserve officer, she has earned the Navy Commendation Medal. (Contact Supervisor: Yes, Supervisor's Name: CAPT Timothy Flynn, Supervisor's Phone: 209-986-6060)

Catholic University School of Law
Washington , District of Columbia US

1/2008 - 5/2008

(b)(6)
Hours per week: 4

Adjunct Professor of Law, National Security Law

Co-taught the National Security Law Class for second and third year law students. (Contact Supervisor: Yes, Supervisor's Name: Doris Malig, Supervisor's Phone: 202-319-5436)

U.S. Department of State
Washington, District of Columbia US

12/2005 - 7/2007

Grade Level: 0130-15
 (b)(6)
Hours per week: 50-60

Deputy to the Ambassador-at-Large for War Crimes , GS

Sandra Hodgkinson served as the Deputy to the Ambassador-at-Large for War Crimes Issues (S/WCI) within the office of the Secretary of State from December 2005 - July 2007. (In this position, she was promoted to a temporary GS-15 and served more than a year.) In this capacity, Ms. Hodgkinson served as the Acting Ambassador-at-Large for War Crimes during his absence, and represented the Ambassador at the Department's Senior Staff meeting with the Secretary of State. The Office of the Ambassador-at-Large for War Crimes Issues is responsible for developing USG policy on all international tribunals and transitional justice mechanisms, including the International Criminal Tribunals for Former Yugoslavia, and Rwanda, the Special Court for Sierra Leone, the Iraq High Tribunal, and the Special Chambers in Cambodia. Her specific accomplishments on war-crimes related issues included serving as a USG focal point on the war crimes trials of Saddam Hussein and Chemical Ali, among others. She also led the process for "phasing out" USG support to the Iraq High Tribunal through accelerated

training programs for Iraqi judges, ensuring the transition of critical USG infrastructure to Iraqi control, and leaving behind carefully prepared prosecutorial evidence and information to be used, as relevant, by Iraqi officials in the future. Ms. Hodgkinson also dedicated significant effort to ensuring an adequate funding and trial strategy for the Special Court for Sierra Leone given the USG's role as the largest financial contributor, and to developing support for prosecutions of high-level Khmer Rouge officials. This Office is also responsible for the repatriation of detainees from Guantanamo Bay. During Ms. Hodgkinson's tenure in 2006-2007, nearly 200 detainees were repatriated through diplomatic negotiations that included security and humane treatment assurances. As a supervisor and senior career official in the office, Ms. Hodgkinson was responsible for all evaluations and counseling for all personnel in the office. During her time at S/WCI, she doubled the size of the office and its office space on the Seventh Floor within the Department of State, as well as vastly increasing its budget, to ensure that the Department was adequately manned to take on the new detainee-related mission. In support of these activities, she traveled globally to Iraq, Cambodia, Sierra Leone, the Hague, Geneva and elsewhere in performance of her duties. She routinely briefed Congressional staff on funding and support strategies for the war crimes tribunals. She also provided regular media briefings, and NGO briefings on war crimes and detainee related issues, and co-chaired the Interagency Public Diplomacy group on detainee affairs. Ms. Hodgkinson also served as the senior Department of State representative to the Interagency Policy Coordinating Committee (PCC) on Detainees. She earned two Superior Honor Awards, and reached her 10-year tenure as a government employee. (Contact Supervisor: Yes, Supervisor's Name: Amb. Clint Williamson, Supervisor's Phone: 202-647-6051)

U.S. Department of State
Washington, District of Columbia US

5/2004 - 12/2005

Grade Level: 0130-14

Salary: (b)(6)

Hours per week: 60-70

Director for International Justice, National Security Council , GS

Sandra Hodgkinson served as the Director for International Justice at the National Security, White House, as a detailee from the U.S. Department of State. This position sits in the office of the Deputy National Security Advisor for Global Democracy. In this capacity, Ms. Hodgkinson was responsible for providing policy guidance, papers and coordinating Interagency efforts on international justice mechanisms (war crimes tribunals and transitional justice efforts), international human rights treaty reports, detention, Iraq human rights issues, migration and immigration. She acquired significant knowledge regarding national security, U.S. defense policy, and political-military structures in this position. She routinely briefed the Deputy National Security Advisor and the National Security Advisor, and members of various Deputies Committee meetings related to Iraq, detention and homeland security initiatives. In furtherance of these duties, she also chaired regular interagency meetings on all related issues, including serving as the interagency-lead for the Iraqi-led Iraq High Tribunal established to try Saddam Hussein and other senior officials, coordinating the annual USG position on sanctions and waivers for the Trafficking in Persons reports, furthering USG mass-migration planning efforts, and chairing the Interagency Policy Coordinating Committee (PCC) on Detainee Issues after the previous chair departed to serve as Legal Advisor to the U.S. Department of State. Ms. Hodgkinson also spear-headed the USG effort to ensure compliance with multiple-years' overdue human rights treaty reports to the committees overseeing these reports. As a result of this effort, the government has filed and presented orally its reports on the Convention Against Torture (CAT), International Covenant on Civil and Political Rights (ICCPR), Committee on the Elimination of Racial Discrimination (CERD) and the Optional Protocols on the Rights of the Child. Ms. Hodgkinson also met routinely with leading non-governmental organizations, foreign governments, and concerned or interested citizens at the White House as part of outreach efforts or to discuss appropriate national security or foreign policy issues. (Contact Supervisor: Yes, Supervisor's Name: Elliott Abrams, Supervisor's Phone: 202-456-9141)

U.S. Department of State
Washington, District of Columbia US

9/2002 - 5/2004

(b)(6)

Hours per week: 50

Foreign Affairs Officer

Sandra Hodgkinson served as a Foreign Affairs Officer responsible for Democracy and Human Rights Promotion in the Middle East and North Africa at the U.S. Department of State from September 2002 - February 2003 (when she departed for Iraq) and from February 2004 - May 2004 (upon her return). In this position, she was responsible for development of human rights and democracy promotion strategies for more than 15 countries. These promotion strategies included: assessment of democracy and human rights promotion initiatives; human rights assessments and input into the annual Department of State human rights reports; managing implementation of grants for non-governmental and contract entities such as National Democratic Institute, National Endowment for Democracy, International Republican Institute, U.S. Institute of Peace, and regional non-governmental organizations; and recommending and seeking approval for new grants for such organizations. Ms. Hodgkinson traveled to Egypt in support of a senior USG initiative to promote moderate Islam, and prepared the keynote democracy speech for a Deputy Assistant Secretary. She also participated in the "Future of Iraq" project at the State Department, principally in the transitional justice and governance working groups, which was designed to support Iraqi expatriate officials should there be a future opportunity for their return to Iraq. (Contact Supervisor: Yes, Supervisor's Name: Scott Carpenter, Supervisor's Phone: 202-550-2783)

U.S. Department of State
Washington, District of Columbia US

2/2003 - 2/2004

Grade Level: 0130-13

(b)(6)

Hours per week: 80

Senior Advisor on Human Rights for the Coalition Provisional Authority, GS

Sandra Hodgkinson served as the Senior Advisor on Human Rights for the Coalition Provisional Authority (CPA), as a detailee from the U.S. Department of State. Initially, she was detailed to the Office for Reconstruction and Humanitarian Assistance (ORHA) and worked within the Pentagon until ORHA relocated to Kuwait March 16, 2003. In May 2003, Ms. Hodgkinson moved to Baghdad as ORHA became the CPA, and she was dual-hatted as Senior Advisor on Human Rights as well as co-Director of the Office of Human Rights and Transitional Justice. In her capacity as the Senior Advisor to the Ministry of Human Rights, she was responsible for ensuring development of, and advising, the new Iraqi Minister of Human Rights, to include securing office space for the Ministry, funding, personnel, and developing a mission and work plan. She also served as the Head of the Iraqi delegation to the Tri-partite Commission responsible for the repatriation of mortal remains between all parties to the Gulf War of 1990-91, until this position was transitioned to the Iraqi Minister of Human Rights and appropriate Foreign Ministry Officials. Her efforts led to the recovery of more than 200 Kuwaiti remains to the Government of Kuwait for proper burial following mass grave excavations and exchanges of information. As the co-Director of the Office of Human Rights and Transitional Justice, she supervised a diverse team of approximately 40 international experts on war crimes, forensic exhumations, investigations and rebuilding of civil society through transitional justice from the U.S., U.K., Czech Republic, Spain, Ireland, Iraq and Australia. The mission of this office was to address past atrocities of the Iraqi regime through support for development of a war crimes tribunal (the Iraq High Tribunal), address mass grave sites for use in identification and burial of remains and criminal accountability, establish memorials and a historic record of the atrocities, and to develop stable institutions to prevent future human rights abuses. Ms. Hodgkinson and her staff drafted the \$75 million budget for support to the Iraq High Tribunal, and the \$25 million budget for support to human rights initiatives that were funded through the Iraq Supplemental. She personally traveled throughout Iraq meeting with human rights officials, to support newly established non-governmental human rights organizations, and to assess progress at various mass grave excavation or preservation sites. During her tenure in Iraq, she was selected to, and personally briefed, Secretary of State Colin Powell at Halabjah, and Secretary of Defense Donald Rumsfeld at the Mahawil mass grave site. She routinely briefed Deputy Secretary of Defense Paul Wolfowitz at his request regarding USG efforts to support transitional justice. In Iraq and Washington, she also briefed numerous CODELs and staff members on human rights issues in Iraq. She earned two State Department Superior Honor Awards in this

job. (Contact Supervisor: Yes, Supervisor's Name: Amb. Pat Kennedy, Supervisor's Phone: 202-647-1500)

**U.S. Department of Defense
Newport, Rhode Island US**

8/1999 - 5/2002

(b)(6)

Hours per week: 70

Country Program Manager, DIILS

LT Sandra Hodgkinson, Judge Advocate General's Corp, USN, served as a Country Program Manager for the Defense Institute of International Legal Studies (DIILS) in Newport, Rhode Island from August 1999- May 2002, within Defense Security Cooperation Agency (DSCA). Working with the Security Assistance Offices (SAO) in respective Embassies worldwide, she coordinated, led and executed training teams to more than 25 countries under the Congressionally-mandated Extended International Military Education and Training (EIMET) program. These training programs addressed Rule of Law, Human Rights, Military Justice, Law of War, and Civilian Control of the Military.. As a country program manager, LT Hodgkinson was responsible for every aspect of the training, which included: initial contact with the host nation's SAO and other USG officials in the U.S. Embassy; securing funding through the countries' IMET budget consistent with appropriate legislation; preparing a schedule, course materials and discussion problems suitable for the countries' experience and interests, supporting defense policy goals; selected senior military officials with expert backgrounds to provide training; coordinating travel and in-country arrival for the US team; and teaching the courses. Ms. Hodgkinson personally prepared specialized courses for many critical countries, including a joint conference on Combined and Joint Military Operations for Macedonia following internal ethnic clashes; a program on Environmental Protection for the Military for Argentina; and a program on Legal Aspects of Military-Media Relations that was presented in Latvia and elsewhere. LT Hodgkinson developed an expertise and taught a number of substantive classes focused primarily on human rights and law of war. In June of 2000, at the request of DSCA and pursuant to the Iraq Liberation Act, LT Hodgkinson met with Ahmed Chalabi, head of the Iraqi National Congress, and was asked to assemble a program to address war crimes issues for expatriate Iraqis. LT Hodgkinson developed a course and materials for a seminar in November of 2000 when 43 members of the Iraqi National Congress travelled to Newport for training on War Crimes Investigations and Prosecutions. LT Hodgkinson was among the instructors for this course, and participants included the future Iraqi Ambassador to the U.S., the son of President Talabani who is a Kurdish senior official, and several other senior officials dealing with accountability in Iraq today. LT Hodgkinson also escorted several senior military and civilian officials to Washington, DC, and other cities as part of the IMET program. She acquired intricate knowledge of FMF and FMS programs, defense policy, resourcing and decision-making processes. She earned a Defense Meritorious Service Medal and a Joint Service Achievement Medal in this job.

(Contact Supervisor: Yes, Supervisor's Name: Buzz Waltman, Supervisor's Phone: 843-367-4450)

**U.S. Department of Defense
Naples, Naples Italy**

9/1997 - 8/1999

(b)(6)

Hours per week: 50

Prosecutor and Foreign Criminal Jurisdiction Specialist

LT Sandra Hodgkinson served as a Prosecutor and a Foreign Criminal Jurisdiction Officer in Europe and Southwest Asia, stationed in Naples, Italy. As a JAG officer assigned to this office, LT Hodgkinson prosecuted more than 15 General or Special Courts-Martial in Italy, Greece, Spain and on board aircraft carriers for crimes including child sexual abuse, theft, and homicide. LT Hodgkinson's homicide case involved the accidental killing of two off-duty Italian police officers by a U.S. servicemember who made an illegal turn on the highway. During this case, LT Hodgkinson worked closely with Italian officials and the victim's families in the Italian language and was able to interpret for other USG officials. She also handled more than 100 Foreign Criminal Jurisdiction Matters during her time period, ranging from international law questions by the Italian

government to more serious incidents involving Italian prosecution of U.S. servicemembers or individuals accompanying the force. During her tenure, four U.S. Marines were involved in an incident where their aircraft clipped a gondola in the Northern town of Cavalese, Italy, resulting in the death of nearly German and Italian citizens. LT Hodgkinson, as the foreign criminal jurisdiction officer for all Navy and Marine personnel in Italy, was responsible for working with the U.S. Embassy to ensure that the U.S. assertion of primary right of jurisdiction was adhered to. Further, when the local Italian judicial officials continued to hold criminal hearings despite the U.S. assertion of jurisdiction, LT Hodgkinson was responsible for working with officials in Northern Italy to ensure that our servicemembers had translators and Italian lawyers with them in court. Ultimately, the Italian government agreed to send the servicemembers back to the U.S. for prosecution. LT Hodgkinson earned two Navy Achievement Medals during this tour. She also used her fluent French and advanced Spanish and Italian skills for courts-martial in Europe and foreign criminal jurisdiction cases. (Contact Supervisor: Yes, Supervisor's Name: CAPT Ken Bryant, Supervisor's Phone: 202-433-2272 (last known))

U.S. Department of Defense
Washington, District of Columbia US

8/1996 - 8/1997

(b)(6)

Hours per week: 50

Court Commissioner for NMCCA

LT Sandra Jamison (now Hodgkinson) served as the Court Commissioner ("Appellate Clerk") for the Navy Marine Corps Court of Criminal Appeals (NMCCA). In this capacity, she served as a legal clerk for two panels of judges in the Navy and Marine Corps' only appellate court for cases worldwide. As the Court Commissioner, LT Hodgkinson performed legal research, prepared briefs, ensured an orderly court docket, and managed the process for ensuring that select judicial opinions would be available for automated on-line research services. LT Hodgkinson earned a Navy Achievement Medal for this tour. (Contact Supervisor: Yes, Supervisor's Name: RADM John Dombroski, Supervisor's Phone: 202-433-2272 (last known))

Beem and Mann
Denver, Colorado US

9/1993 - 5/1995

(b)(6)

Hours per week: 30

Law Clerk

Sandra Jamison Hodgkinson served as law clerk for the litigation firm of Beem and Mann, PC, while she was in law school at the University of Denver. Her duties included legal research and writing, drafting settlement letters, meeting with clients, and preparing for trial and arbitration at this litigation firm. (Contact Supervisor: Yes, Supervisor's Name: Clifford Beem, Supervisor's Phone: 303-894-8100)

EDUCATION

University of Denver College of Law
Denver, Colorado US
Doctorate - 12/2005
Major: International Law
GPA: 3.182 out of 4.0

Relevant Coursework, Licensures and Certifications:

Sandra Jamison Hodgkinson specialized in international law as a law student at University of Denver College of Law. She served as Vice President of the International Law Society. She was editor of the International Law Journal, and the Preventive Law Report. She was selected for three named scholarships, as well as the Leonard v.b. Sutton Award which sent her to the Hague Academy of International law for a summer to study. In 1994, she also studied law and Spanish language in Cuernava, Mexico through Loyola University School of Law.

University of Denver Graduate School of International Studies
Denver, Colorado US
Master's Degree - 11/1995
Major: International Studies

Minor: Spanish
 GPA: 3.865 out of 4.0
 Honors: cum laude
 Relevant Coursework, Licensures and Certifications:
 Sandra Jamison Hodgkinson was selected as for the federal Foreign Language and Area Studies (FLAS) fellowship which covered full tuition for her Master's degree.

Tulane University
 New Orleans, Louisiana US
 Bachelor's Degree - 5/1992
 134 Semester Hours
 Major: International Relations
 Minor: French
 GPA: 3.64 out of 4.0
 Honors: cum laude
 Relevant Coursework, Licensures and Certifications:
 Sandra Jamison Hodgkinson was awarded several financial and named scholarships while at Tulane University. She served as Vice-President of Amnesty International, and in various positions within her sorority Sigma Delta Tau. She spent her junior year in Paris at l'Institut d'Etudes Politiques ("Sciences Po") which required French fluency and immersed in an entirely French political science school.

Kents Hill School
 Kents Hill, Maine US
 High School or equivalent - 5/1988
 Relevant Coursework, Licensures and Certifications:
 High School Valedictorian; Maine delegate to the National Youth Leadership Conference in Washington, D.C.; Recipient of the Bausch and Lomb Science Medal, the Rensselaer Math and Science Award, the Yale Book Award, and the Girls Athletic Association. MVP and Team Captain for lacrosse, varsity skiing, and field hockey.

JOB RELATED TRAINING

DISAM - Training at Defense Institute for Security Assistance Management (DISAM), June 2000.
 EUCOM and SOUTHCOM Training Programs and Management Reviews, Spring 2000 and Spring 2001.
 Middle East Political Officers course, Foreign Service Institute (FSI), October 2002.
 Participation in DOD SES On-Site and Off-Site series 2007-2008.

LANGUAGES

French
 Spoken: Advanced
 Written: Advanced
 Read: Advanced

Italian
 Spoken: Novice
 Written: Novice
 Read: Intermediate

Spanish
 Spoken: Intermediate
 Written: Intermediate
 Read: Intermediate

AFFILIATIONS

International Law Students Association Board of Directors
 District of Columbia Bar Association Member
 Colorado Bar Association Member
 U.S. Institute of Peace, Peacebuilding Operations Advisory Panel
 Fairmont State University Advisory Council, National Security and Intelligen

PROFESSIONAL PUBLICATIONS

1. "Iraq: Impact on International Law," ASIL Proceedings (April 2008, forthcoming).
2. "Challenges to Maritime Interception Operations in the War on Terror: Bridging the